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Workplace guidelines to ensure the quality of work and orientation in a complex factory site

Matias Lönnberg

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Matias Lönnberg
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The aim of this thesis is to create a guide book for the Sinebrychoff factory site for the security guards of Securitas. The work was ordered by both parties and was made in collaboration with the facility manager of Sinebrychoff, the facility foreman of Securitas and the other security guards working at the site.

The development project for the thesis is to rearrange the guidelines that are made for the site and to gather them in a concise form of a guide book. Information for the guide book was gathered from the old guidelines and the employees of the factory site, as well as from my own working experience of seven years.

The framework is the theory of orientation and knowledge management. The research methods used for this thesis are interviewing and case study. The Occupational Safety and Health Act gives a legislative frame for the thesis.

The outcome of the thesis is that the security guards in general will be orientated properly and they get the information in dire situations quickly. The orientation process itself cannot be based on the guide book alone, but must be in co-operation with the elder working security guard that is conducting the orientation itself. After gathering the proper knowledge base for the site and the processes within it, the quality of work can be guaranteed with the product that was made in this thesis project.

Further recommendations for the security guards and Securitas are that they would progressively use and develop the guide book. Also, they need to refresh the information within it as the processes evolve at the site. The employees of the site should make short videos or podcasts for the most difficult situations because sentences can be hard to read when in haste. Thus, it might be easier to comprehend the task when the instructions can be heard or seen.

The result of the thesis was as predicted before the beginning: the guidebook is in use and the employees are satisfied in the simplicity of it.

Keywords: Security, Factory site, Guidelines, Orientation, Knowledge management

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1 Introduction

The purpose of this thesis is to create guidelines on how to act in a complex factory, which has environments and situations that differ a lot from one another. The work itself was ordered by the companies Sinebrychoff and Securitas. Securitas is the service provider for the customer and security services in the factory area.

The need for a hand book which includes guidelines on how to act in certain situations, is grave. As the security officers come and go, the way of introducing one to the post is too old fashioned to guarantee a high-quality service to the customer. New employees receive the knowledge via another worker, and the quality of the education depends on how much the employee remembered to teach the new worker. As the employees cannot remember every single detail what can happen and what to do in those situations, be it a state of emergency or what to do when a guest arrives at the gate, it might have been that you just had to learn how to act within the situation, and it most likely lowered the quality of service.

This has worked before, as the variety of employees within the security company in this factory site did not change that frequently and therefore the experience within the crew in the factory filled the void of a hand book with guidelines. However, in modern society people tend to change work places more often so this guide book's job is to make sure that it helps the employee in situations where they are not sure what they are supposed to do.

To emphasize the fact that the guide book is needed, my research question, which is clarified in the next section, implies that proper orientation is needed to tackle this obstacle. One way of resolve this issue would be to enhance the orientation process between the teaching security guard and the new one. As I have worked on this factory site for 7 years, I know the security guards and the routines that they have. Thus, majority of the most obvious procedures could be forgotten to be mentioned to the new security guard. Therefore, combining the teaching between the security guards and my guide book for the factory, the required level of orientation is obtained and the required level of service guaranteed to the customer.

What makes the job environment challenging is that there are different sections in the factory premises and every section is delicate in a unique way. The office section, which has a high human risk factor that can cause different kinds of situations. The brewery, different from the other sections because it contains dangerous chemicals and machinery that can cause situations that can be harmful to near areas and population within a 5km range. The storage facilities, which have their own difficulties with heights and the logistical machinery which are automated.

With the help of the employees in the Sinebrychoff factory that are on shift, these areas are supervised from the control room which is manned 24/7 by a security officer. Although it is

not the security officers job to find solutions to all the problems that occur, things like who to report to, what are the precautions for dangerous situations and many other minor actions that are daily, can be difficult to remember for a new employee.

2 Research question

My research question is: How to ensure a proper orientation for new security guards and maintain the required level of competence within the current staff of the Sinebrychoff factory? Proper orientation in this case means a level of orientation that ensures the readiness of the security guards to independently handle different situations that can occur on the factory site, which meets the customer's expectations.

The companies behind the work wanted me to do this work for them because of lack of a comprehensive guide book. The research question got its form from the actual outcome that is wished from my guidebook.

As a member of the Carlsberg group and Coca Cola company, the Sinebrychoff factory needs to have a good reputation in terms of products, ethics and safety. The purpose of the guide book is to ensure that one part of the safety at the factory is covered. Security guards are the most versatile members of the whole complex, so it is quite safe to say that one of the corner stones for the safety is to have a proper guide book and guidance sessions for the guards. Therefore, my work is very important for the company.

3 The company sites

As mentioned in the introduction, there are five different sections in the Sinebrychoff factory: the office building, the brewery, the can lines, the logistics site and the storage facility. Each one has different kind of risks included.

In my work, I have covered the most dangerous and likely scenarios that needs to be attended. Therefore, I have left out the risks that might occur in the offices. Even though risks regarding the office are significant as well, excluding them is a way to narrow the scope of my work to a reasonable level.

Transportation is one of the highest risk factor on the site since there are big trucks coming and going non-stop on the site. Because of this, the general speed limit of 20 km/h and the proper clothing with the safety vest needs to be obeyed. The risk of someone being run over by a truck or the risk of collision between trucks is quite big if someone is speeding on the site.

The logistic zone has automatic forklifts that are programmed to transport big loads of heavy products. The machinery itself can be a risk, even though it is programmed to stop if the sen-

sors detect something in front of it. The machines might malfunction when they are transporting something and hit a bystander or a pedestrian. Therefore, the people who are walking in the logistics zone need to keep their eyes open all the time. The same is required in the can lines and the brewery, where there are manual forklifts which employees drive, so human errors in driving might occur.

The brewery has different substances that are dangerous and therefore one must wear a face mask and protective glasses when using them. There are three eye wash points which are vital if a dangerous substance spills in one's eye. The Co2 generators are near the brewery site, and if there is a malfunction, employees need to follow further instructions where to evacuate.

The storage building is large, which causes problems with stairs where one might fall while walking up or down, and hurt oneself. There is an automatic transportation system that transports all the items that are going for storage and the items that are going to be sent to a store, for example. Engineers that fix this machinery when it malfunctions must be sure that the system is turned off so it will not cause any danger for them.

These are some examples of scenarios that might happen in the versatile area of the Sinebrychoff factory. More examples are presented in the guide book.

4 Theoretical framework

The theoretical framework in my thesis consist of orientation, leadership and knowledge management. Every part is crucial in ensuring the quality of service within the Sinebrychoff factory site. The interaction between the leader, which is the teaching security guard, and the learner, the new security guard, when orientating the newcomer is the most important part in learning. To know which procedures to emphasize, show the experience and tell examples about incidents which may occur combined with the insurance of details in the guide book can in my opinion guarantee the required level of security guard's know-how.

Leadership in the process of orientation is emphasized by the teachers influence on the newcomers' direction in the learning process. The guiding hand as I would say, is vital. A person without any knowledge of the site where he or she starts to work in, is very vulnerable to opinions and guidance. Therefore, one should not underestimate the first impression which the newcomer gets.

If the security guard that is giving the orientation gives a strong impression about the importance of the work and does a great work to prepare the newcomer for the job that is about to begin, it will be more likely for the customer to get a motivated and ready employee

which he or she can trust. Vice versa, if the orientating security guard is pompous and degrading the job, the attitude of the newcomer will be negative and one will not get the best possible employee.

Knowledge management is the combination of the methods mentioned before and more. Ensuring that the employers learn the processes requires repetition of the procedures within the field of work, thus creating a routine on the daily basis procedures. However, one cannot be prepared for everything. This is where my guidebook will fill the gap in the employees' knowledge.

4.1 Leadership

Being a leader is not a trait or characteristic that one has or does not have, it is a transactional process that occurs between the leader and the followers. It is defined as a process due to the leader being influenced by the follower. By defining it as an interactive event, it does not restrict anyone from the possibility to be a leader. (Northouse 1997, 6.) The way Northouse describes leadership is applicable to my case. As there is the foreman of the guards on the site, he or she is not the only one giving orientation. Therefore, every elder guard needs to be a leader in a certain way.

Leadership is thriven by a common goal. A leader must guide the individuals that are thriving for the purpose. Whilst having the same goal, leaders are less likely to act forcefully or unethically towards the followers. Therefore, making it more likely that the leaders and followers work for a better outcome together. (Northouse 1997, 6.) It cannot be stressed enough how important this factor is. When a leader does thrive on the common goal, it is guaranteed that the leader will make sure that the orientation will be thorough. While doing so, the leader guarantees the good quality of orientation, leading to well-prepared guards on the site.

4.2 Orientation

In my personal experience one of the most crucial part in starting a new job is learning the job itself. Education offers some knowledge about the working life and the career one is about to start once they graduate, but some skills can only be learned by doing. Therefore, the importance of orientation cannot be stressed enough.

When talking about orientation, one cannot narrow it down to knowing how to do your job. It also includes knowing one's workplace, and the service and business idea. The principles and ethics of the workplace are to be taught as well. While orientating a new employee, one is not only preparing the person for a certain job, but preparing him or her to step in to one's organization. If the new employee is properly orientated, the capital invested in the person will pay itself back fast. A positive environment for the orientation will guarantee that the

new employee will learn faster, better and will be positive about the new position he or she starts in. (Toikka 2011, 15.) In the case of Sinebrychoff, it can be hard to teach about the ethics and business idea for the new guard. As an employee of Securitas but working on the Sinebrychoff site, it can be difficult to remember and connect all the ethics and business ideas. With a positive guidance, it will be easier, and the best outcome would be that the new guard would feel like working for both companies rather than only Securitas. In this way, the new guard would be multi-dimensional in acting and thinking, which reduces the stiffness for example in customer service duties.

4.3 Knowledge management

Knowledge management in any kind of area of expertise is important. One must learn, maintain and refresh memory for good knowledge. Whilst doing all the thing mentioned before, one has a good chance of managing one's knowledge professionally.

In the case of Sinebrychoff, as a new security guard comes in, first one must learn the procedures in the job. This is a combination of orientation period, my guide book and job experience. The new security guard will get a good amount of job experience during the orientation period. However, as the site itself is very complex, big and there are number of diverse tasks that needs to be done, it is impossible to be completely ready for the job as one's first own shift starts. Therefore, my guidebook is vital for the fresh starting security guard. The knowledge one must know at the Sinebrychoff factory site is that when a scenario happens where the security guard must act fast and efficiently, my guidebook has the answers for them.

An individual's know-how consists of information and skill, which are acquired from orientation and by doing. It consists also of information gained through doing, quiet information and the persons attitude, motives and personality. To be called an expert in something, one must have the ability to create new know-how and information with co-operation with other experts in the field. (Hätinen 2009, 35.) As mentioned in Hätinen's research and in my introduction to my theoretical framework, the importance of orientation for the newcomer is important in the aspect of knowledge management. Hence the teachers, aka the leader in this context, attitude towards orientating the newcomer is important. How one communicates and delivers one's message is important. One must teach with dignity towards the tasks one does and not underestimate the job. The leader creates the first attitude for the newcomer towards the job he or she is going to work with.

The organization will strive if the company has the needed knowledge for its field of work. The individual's know-how is based on personal qualities while the organizational know-how is based on technology, techniques and the interaction between people. (Hätinen 2009, 34.) Therefore, the leaders must observe the options, in this context job seekers, already in the

recruitment process, and use their expertise as managers to pick out the right people for the next step of recruitment.

This means that the managers must get to know the job seekers personality in a big picture during the interview process. As it is impossible to get to know a person in an hour or two, the questions and discussion in the recruitment process must be planned to get the information one needs to determine if the person is qualified for the job. The general attitude of a person must be found out, since it affects learning and the attitude towards the job one starts.

My guidebook is easy to navigate and the information is short and precise, which makes it easy for the security guard to find and act upon the specific situation in a way that the client expects from the guard. It is impossible to know and prepare for every situation at the Sinebrychoff factory site, but looking it from the perspective of knowledge management, my guide book ensures that it is possible to act in most of the situations at the site. This is my way of ensuring that the knowledge within the security guard group is managed.

For Sinebrychoff which is buying the security guard service, knowledge management itself is very important but it has been lacking thus far. The whole blame cannot be put on Sinebrychoff either because proper knowledge of the site itself is lacking in the manager level of Securitas which provides the service for the factory.

For example, there are too few orientation shifts for new workers because the management level does not know how complex the site is and how much time the new workers need to get before they are comfortable working alone at the site. Other issues are that there are people working at the site who do not speak proper English, who do not do well in customer service situations and people who tend to panic in emergency situations. This is a problem that should be attended in a knowledge management way at the manager level in the Securitas system.

4.4 Law abiding the working environment

As stipulated in the Occupational Safety and Health Act (Finland 2002), employers are required to provide teaching and orientation for the employee. This act is one of the reasons why a guide book is advisable for the Sinebrychoff factory site. The act states that:

Employers shall give their employees necessary information on the hazards and risk factors of the workplace and ensure, taking the employees' occupational skills and work experience into consideration, that:

- 1) the employees receive an adequate orientation to the work, working conditions at the workplace, working and production methods, work equipment used

in the work and the correct method of using it, as well as to safe working practices, especially before the beginning of a new job or task or a change in the work tasks, and before the introduction of new work equipment and new working or production methods;

2) the employees are given instruction and guidance in order to eliminate the hazards and risks of the work and to avoid any hazard or risk from the work jeopardising safety and health;

3) the employees are given instruction and guidance for adjustment, cleaning, maintenance and repair work as well as for disturbances and exceptional situations; and

4) the instruction and guidance given to the employees is complemented, when necessary.”

(Finland 2002.)

Based on this act, one of the ways to fulfil the decrees’ requirements is to have a comprehensive guide book about the tasks and possible risks employees might face. In my guide book, I have included the most common procedures that the security guard must be familiar with. Following these procedures as they are presented in the guide book lower the chance of accidents and other risky situations, as well as ensures that the job tasks are done correctly.

5 Methods

My methods, as mentioned before, are interview and a desk research for a case study. Why I chose these was simple; to get to know the specifics of the area, I would need to get information from someone who knows the site thoroughly. Therefore, interviewing the Sinebrychoff’s facility manager; Robert Sandholm, would be the most logical way to approach the specific information gathering. It was quite easy to get in touch with Robert, since he is the nearest foreman and he was glad to help. For the optimal orientation on which parts would be included in the guide book, I interviewed the security guards of the Sinebrychoff facility.

Desk research was my second research method because the general guides and information about the site were found in many different documents.

Other methods that I could have used were: benchmarking and questionnaire. Benchmarking on other factories that have security plans and similarities on what they do could have benefitted me. However, most of the information would most probably have been sensitive information that I could not have gotten my hands on to, so I had to abandon this method. The

questionnaire would have been targeted on the factory sites employees. It could have contained questions about their work, the risks in it and what they would improve on a security aspect. If I had used this method, it would have required that most of the employees would have answered, the questionnaire would have been very broad and that the employees would be sincere with their answers. This method would have had too many ifs' and buts', so it was much surer to get answers from one person who knows the site.

5.1 Interview

In my research, I used qualitative interviewing. "Qualitative interviews [...] come in various forms. In some cases, they can even resemble everyday conversations, in which the questions or their order have not been predetermined" (Eriksson & Kovalainen 2016, 91). My approach towards this kind of open interview was in form of the statement before. Why I conducted it like this is because the moments when I had time with the interviewee were brief and the moment when he was available came often suddenly.

As my interview was conducted as qualitative interviewing, it was also in a second form, which was: face-to-face interviews in a free format. "Face-to-face interviews in a free format [...] are conducted, approximately, like natural conversations between two people" (Sapsford & Jupp 2006, 94). I conducted the interviews with the facility manager after I had done my research on the documents on the guidelines for security guards and after gathering information from my co-workers. While doing this, I already knew what I needed to know from the facility manager. Therefore, whenever I had a face-to-face interview in a free format, I already had my questions ready for him.

Even though, as mentioned earlier, the interview was in free format, I had control of the interview the whole time. The importance of being in control of the interview is significant, since you cannot get the information you need if you do not steer the interview. According to Sapsford and Jupp "it is the interviewer who structures the interview even though he or she may do less talking than the informant. It is the interviewer who changes the subject, asks clarifying questions, refers back to something said earlier, and finally ends the interview." (2006, 117.) As I was in control, I got the answers for my questions and it resulted in a fine guide book in my opinion.

The importance of the research question when conducting an interview is significant. According to Eriksson and Kovalainen (2016, 93) "the main issue is that your interview questions should provide data that will help you answer research questions starting with words "what" and "how". My research question is a good example of this: how to ensure a proper orientation for new security guards and maintain the required level of competence within the current staff of the Sinebrychoff factory? This question gives me as an interviewer a good way to conduct the interview, as there is a lot of procedures to do as a security guard.

As an interviewer, one must remember not to mix the purpose of the research questions with the interview questions. Eriksson and Kovalainen set a simple rule: “interviewees can never answer your research questions directly. If they could, there would be no need for analysis, and no need for research”. (2016, 93.)

I would like to point out a final thought on interview as a research method. It can be many things, open or structured for example. But the most important thing is to have good questions that give you the answers that you need. A non-prepared interview is most likely going to fail. Even though my interviews were brief and sudden, I had the questions ready and prepared, which ensured I received the information I was looking for.

5.2 Case study

Case study is a method that focuses on one subject, either cross-case referencing on many cases or focusing on only one case. John Gerring gives an example on building houses:

One might study constructions of many houses - perhaps a large subdivision or even hundreds of thousands of houses. Or one might study the construction of a particular house. The first approach is a cross-case method. The second approach is the case study approach. While both are concerned with the same general subject - the building of houses - they follow different paths to this goal. (2007, 1.)

I have been working in the Sinebrychoff factory site for seven years and that is quite some time before I decided to make my thesis for them. This has given me time to study passively the Sinebrychoff site and ways of working for a long time. When I started to work on the guide book, I collected the information for the specifics of the processes that the security guards do on the site itself. As this is targeted only on the Sinebrychoff factory site and not the general processes that the security guards do in general, my study is case based.

In case study research, one tries to explain the inference that has been made by observing a case or many cases (Gerring 2007, 19). In my case, I had to observe and dig up the facts of processes that are included, explain them concisely and find a way to make the processes more efficient.

6 Processes

For the guide book, the first step was to ask all the security guards who are employed at the Sinebrychoff factory what would they like to have in the guidebook. I left a paper where they all could write down their ideas, while they were working and experiencing the situations at

the same time. As one would suspect, the paper was not that successful. Luckily all the employees' shifts circulate a lot, so in two weeks, I got to question every employee and got some good ideas.

After evaluating the ideas, I had to gather information around them. I found the information from the data bases from work. There were approximately six different files that I went through and some of them had 30+ pages on them. The purpose of the guide book is to have a compact file where all the most likely, daily basis and problematic scenarios could be found swiftly if needed. The second-hand purpose is that it can be used in orientation purposes. Therefore, I needed to remove all the less likely scenarios and make the explanations on the situations precise and compact.

The last step before combining the information from the multiple guide files was interviewing Robert Sandholm, the facility manager of Sinebrychoff. To get the most detailed and updated information for the guidebook, phone calls, emails and face-to-face interviews were required. As one would guess, the facility manager of a big factory is very busy. Therefore, the conversations were brief and they were conducted multiple times.

When I started to combine and prioritizing the data, I did also "interview" myself as well. As a security guard in the factory, and with seven years of experience, I had a lot of information myself based on my personal work experience. The most critical factor that I realized from my own experience was that when I got my orientation for the work, it was not that specific or long. Therefore, making the guide book short and precise was vital. Lastly the information combining took a while, but I and the facility manager were both satisfied of the end-product.

7 Research results

Whilst conducting my research I found some shortages. The documentation of the instructions for the site were not thorough and they were scattered in different places. The structure of the documents was poor. One had to search for a long time for specifics and the instructions were not concise.

The orientation period for new employees is too short. A new guard is given approximately 4 orientation shifts before his or her own shift. While acting like this, one cannot be sure that the newcomer has enough knowledge to act correctly in the daily basis processes. The new employee can ask for more orientation shifts but there is no guarantee that he or she will get more of them.

As the co-workers have gone through the same orientation process that the new security guards are going to have, the eagerness of helping is significant. They would ask how they could help and they gave ideas for the guide book's content and how to make it even more

user friendly. Most of the co-workers that are there now have also been part of my orientation process. Therefore, I can say that I got all the help I needed when I asked. Also, when the site is so big, the learning process never ends, so when I was asking questions after my orientation period, they always were ready to help.

The facility foreman is the corner stone for Securitas on the Sinebrychoff site. The price competition between security companies is very tough, but the facility foreman is such a good leader and has so many responsibilities. Whilst doing his job so well, he makes it impossible for Sinebrychoff to change the security company for a cheaper one. His leadership skills are very good. He is strict and in his guidance for example I have learned the most. He brings out the positives about the job, and he understands his subordinates very well. There is one con however. There are some procedures at the factory site that only he can do. Therefore, he cripples the smoothness of some processes for his subordinates.

7.1 Outcome and development ideas

The work itself was not complex even though the site itself is. A guidebook for security guards for a facility might not be special, but it is needed. Someone is going to be thankful that whilst one is working in the Sinebrychoff factory site and is in a pinch, he or she can navigate easily through my guidebook and find the solution for the situation swiftly.

There could have been different perspectives I might have used. For example, I could have included pictures or even small video clips or gifs to show how to do a certain thing without having to interpret the text that I have written. This most possibly would have been the best way to give a solution for a problem fast in a tense situation, so that the security guard would not have to read fast and think of the next step at the same time. If the guide book itself would have been in the same shape that it is in now that I am done with it, the adding of the videos or clips would have been the best solution. I have presented the idea for the Sinebrychoff factory, so it is up to them if they are willing to take the idea further or just leave it, as it is they who need to hire someone to do it.

The highest priority for developing the guidance for new employees is to get more time on the site with an experienced security guard. Therefore, I suggest that the management level of Securitas, who are deciding the shifts and employment, spend at least one shift of each three different shifts, so that they would understand how much there is to do and remember on the site. Furthermore, they could be able to help in less dire situations where one would not have to contact Sinebrychoff's representatives, and thus creating a more professional image of the security company.

For Sinebrychoff, I would suggest that they would have more of the training sessions that they have had in the past. They have brought all the security guards in on a weekend and went

through some important aspects across the site. For example, where to turn off the main water sources if there is malfunction in the sprinkler system.

It would be beneficial to have these kinds of meetings more to remind the employees where they are, because if you see the place once a year and the equipment malfunctions, it is likely that you do not remember where the places are when something goes wrong. Even getting to know the procedures involving brewery activities could turn up to be a huge advantage in know-how for the security guards. So, more training sessions including fire-safety, occupational safety and the general activities in the factory would help the security guards to be better professionals of the factory site's security and safety.

8 Conclusion

To conclude my thesis, I would like to start with rewinding to the points that led to me picking the topic I chose. The main reason for me to lean more on to the not that complex or scientific study was that my work would benefit someone. The work itself is not rocket science, but I am proud of what I did and that my work is in daily use.

The processes did not go the way that they should have, since I did the guide book first and did not argument why there is a need for the guide book. The reason why I did it this way was that the customer asked me to do this and they wanted it on the field as soon as possible.

My theory and my methods for the scientific arguments behind the work were justified, the methods were the right ones and I stand by them. There could be more to be done as mentioned in my thesis several times, but the end-product would have been blown up in proportions.

The customer has the guide book in daily use and I have gotten only positive comments about it. The security guards that are using it have brought up ideas for future development, which they will most probably make themselves. This is one of the reasons why I am satisfied with my choice. I made something which will be used and developed to be even better.

The whole process of the thesis was hard, but it is supposed to be as it is the last test for the student before graduation. In the end, it is still quite satisfactory for me to say that I have done it, even though it took longer than it should have, but I managed to make some difference somewhere.

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