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Case company study: Managers' views on their work circumstances

Brar, Sara

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Case company study: Managers' views on their work circumstances

Sara Brar
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Sara Brar

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The purpose of this thesis was to find out how private a security case company's reception guarding managers view their knowledge, skills and overall circumstances to handle their job. The reason for this study is that the people, the security guards, are the largest resource of the case company studied. The work done by the security guards provides the greatest profit. Investing in the managers insures that the company itself is functioning efficiently. It is important for the company to know that their managers are capable of handling the work; they have the tools, and the mental strength to perform.

The theoretical framework provides through the selected analysis method, theme analysis, the information about managerial work, work well-being and company culture. The three themes that were chosen are self-efficacy, tools to perform, and company commitment. These were chosen to support the idea of by valuing and investing in people where from the company can benefit.

Two surveys were used to gather information. The primary survey (a survey for the managers) was conducted by the author which was made from the basis of the secondary data, the Work Satisfaction Survey for Officers, conducted by the case company's Human Resources department. The findings showed that the managers are able to handle the responsibilities set to them with their skills and knowledge, however, the amount of the workload seems to be too much.

Keywords: Leadership and Management, Organizational Culture, Human Capital, Work Well-being

Sara Brar

Kohdeorganisaatio tutkimus: Esimiesten näkemys heidän työolosuhteistaan

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Tämän opinnäytetyön tarkoituksena oli selvittää, miten yksityisen turvallisuusalan case yrityksen aulavartiointiyksikön esimiehet kokevat heidän tietonsa, taitonsa ja yleiset olosuhteet tehdä työnsä. Tämän tutkimuksen painoituksena on, että ihmiset, vartijat, ovat tutkitun yrityksen suurin resurssi. Vartijoiden tekemä työ tarjoaa suurimman voiton. Esimiehiin sijoittaminen takaa, että yritys toimii tehokkaasti. On tärkeää, että yritys tietää, että heidän esimiehensä pystyvät käsittelemään työtä; heillä on työkalut ja henkinen kestävyys hoitaa työtä.

Teoreettinen viitekehys tarjoaa valitun analyysi menetelmän, teema-analyysin avulla tietoa esimiestyöstä, työhyvinvoinnista ja yrityskulttuurista. Valitut kolme teemaa ovat itsetehokkuus, työkalut suorittaa työt ja yritykseen sitoutuminen. Nämä valittiin tukemaan ajatusta arvostamisesta ja sijoittamisesta ihmisiin, joista yhtiö voi hyötyä.

Kaksi kyselyä käytettiin tiedon hankkimiseen. Ensisijainen kysely (esimies kysely) oli opinnäytetyön tekijän luoma. Toissijainen kysely (työhyvinvointikysely toimihenkilöille) oli case yrityksen HR-osaston luoma. Tulokset osoittivat, että esimiehet pystyvät käsittelemään heille asetetut velvollisuudet taitojensa ja osaamisensa avulla, mutta työmäärän määrää näyttää olevan liikaa.

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1 Introduction

As human capitalists emphasize, we the people are very valuable with our skills and knowledges resulting in success and profit (Becker, 2002). Products, services and innovation all is created by someone, usually, behind a great success is a person. Companies that value their staff and has their well-being a part of their company strategy are likely to be more successful than others (Wright, McMahan, 1992, p.298). Companies with colder atmospheres were the sensation of everyone is replaceable tend to have greater worker turnovers and longer absences because this affects the workers organizational commitment (Wood, Plle, Zibbaras, Unknown). The importance in organizational culture and how it feels for the staff is crucial for workers work satisfaction and well-being (Harter, Schmidt, Keyes, 2003). With the proper leadership where long-term thinking about the staffs coping and support in not only to help them to succeed in their work but to actually strive, as the people's success ensures the entire company's' development (Wright, McMahan, 2011 p.93-104). With these three topics, organizational culture, managerial work and work well-being are the framework on viewing the managers of the case company studied.

The reason for this study is that the people, the security guards, are the largest resource of the case company studied. The work done by the security guards provides the greatest profit. Investing in the managers insures that the company itself is functioning efficiently. It is important for the company to know that their managers are capable of handling the work; they have the tools, and the mental strength to perform. Poor work satisfaction and work well-being can cause financial damages to a company (Harter et.al., 2003). The idea is that an affluent worker makes sure the customer is satisfied and the business thrives. Williams and Anderson (1991) stated that "Regardless of the industry or country concerned, managers represent the human capital that is critical to an organization's success". Therefore, this thesis focuses on managerial work in a private security company. One of the most important issues to be found within the research done for the case company is that do the managers feel that they have enough competence and tools to perform their tasks. With these subjects, it will provide some information on the wellbeing of the managers themselves.

Furthermore, the underlying idea is to understand the link between managers and workers, superiors and subordinates and their resources and input into the company resulting into revenue and profit. By investing in human capital, the company is securing its greatest asset. The risks in "cutting corners" with these areas in companies could result into profit losses, low morale, and company image damages (Williams, Anderson, 1991).

1.1 Case Company

In the case company the main resource is the workers (guards) and the main source of revenue, approximately 60% out of turnover, is received from the work done by them. If the company does not invest on the managers' well-being by providing enough training, work tools, and realistic task planning, then it is not able to gain profit to its full potential. Manka & Manka (2016) unfold this thought by explaining that investing will pay itself back and Becker (1996) also stated that human capital is a value to be respected because although investing in people it is indeed spending money, but it brings more possibilities with the skills and knowledge of people.

The characteristics and factors concerning the guarding industry is that it is in the low-paid sector and because of this there are large employee (security guard level) turnovers. The reasons for large turnovers are not only because of the low salary (PAM, 2019.), but because the training for guards is not hard to acquire (Careeria, 2019.), and for these issues many students work as guards during their studies, which do not necessarily have nothing to do with the security field (this knowledge is acquired by the authors observation while working in a private security company for over five (5) years).

Currently within the reception guarding department the worker absence amounts have been greater comparing to other guarding departments in the case company. The case company's managers have begun to be more interested in solving this issue and learning about the possibilities to mitigate the absence rates. In order to achieve this, the managers workloads, competences and own wellbeing states need to be found out.

The questions this thesis aims to answer are as follows:

1. How do managers' view their capabilities to perform the work tasks?
2. How do managers' view their circumstances to handle their work?
3. What development aspects are managers' wanting from their manager and employer?

There are two main data sets analyzed and researched in this thesis. A survey done in the case company for all the company officers focusing on their work well-being which gave results for some challenges and gaps in for example understanding each's work description. This awakened the idea of a study for a deeper understanding on how the managers are performing their tasks, and how they themselves view their work and performance. This thesis functions as a pilot focusing on one of the company's departments units, the managers of the reception guarding unit. Hopefully, after this study, it will provide information on how to perform studies for the rest of the company. The second data is conducted on the basis of the

officer survey, focusing on opening in more depth the issues studied. The survey was for the managers of the reception guarding team.

2 Theoretical Framework

The following chapter will introduce the main theories and supportive sources behind this thesis. As in any research, first there must be theories on the subject before the actual findings can be stated. Going further deeper within the research the information will become more focused and match the case company findings. This research process is called “working up and narrowing down” (Jankowicz, 2000).

A study on mental health at work by Lou Morrow, Irene Verins and Eileen Willis (2002) consists of multiple studies combined within the research. In their book on page 213 Chapter 13, the study on managers’ well-being and job satisfaction affecting their work performance by Peter Hosie, Nick Forster and Peter Sevastos (2002) is one of the influencers in this thesis. Their emphasis is about the advantages of a satisfied worker (in this case a manager is also considered as a worker). The issues studied are the psychological and emotional health and the main focus is to find the link between managers’ performance and intrinsic job satisfaction. They found through other researchers that human resource methods had the most effect on resulting having productivity and profitability affects in the United Kingdom. This idea was in lined with human capitalist thinking and therefore it gave the focus points for this thesis.

The theorists and authors have given the framework and general information in the subjects of; Managerial work, Organizational Culture, and Work Well-being are introduced (see Table 1).

Theme	Author (study field) / subject in thesis
Self-efficacy	Albert Bandura (Social Cognitive Psychologist) / Self-efficacy
	Peter F. Drucker (Management) / Managerial work
	Peter G. Northouse (Communications) / Leadership
Tools to perform	
	Marja-Liisa Manka (Wellbeing management) & Marjut Manka (Well-being Research) / Work Well-being
	Stephen Wood (Management) & Lilian M. De Menezes (Decision Sciences) / High involved management
	Gian V. Caprara (Behavioural Sciences), Claudio Barbaranelli (Psychometry), Laura Borgogni (Personality and Organizational Psychology) & Patrizia Steca (Psychology) / Job satisfaction
	Gian V. Caprara (Behavioural Sciences), Claudio Barbaranelli (Psychometry), Patrizia Steca (Psychology) & Patrick S. Malone (Social Psychology), / Job satisfaction
	Robert Klassen (Psychology) & Ming Ming Chiu (Analytics) / Work-load

Company Commitment	
	Alan Wilson (Marketing) / Organizational Culture
	Gary S. Becker (Economist) / Human Capital
	Ruth F. Benedict (Anthropologist) / Motivation
	Vinay C. Ganta (Human Resources Management) / Motivation

Table 1: Main sources of literature

These subjects are underlined inside themes which are as tools used in the analysis part. This way of structuring was chosen to ease the reading and understanding of the thesis by having the same themes run throughout the entire thesis. The themes are Self-efficacy, Tools to perform, and Company Commitment and they represent what the data sets seek to answer, the final research questions. Self-efficacy (or confidence) meaning individuals own belief in one's ability to manage a task or action resulting in success (Bandura, 1997). All of the themes are linked to each other, company commitment for example has links to work satisfaction and work satisfaction has links to knowledge and skills.

2.1 Self-efficacy

Albert Bandura (1982) explains that the greater the self-efficacy mechanism, the more likely the individual will be resistant to stress, fear of failing and self-doubt. People who attend to have stronger self-efficacy are most likely to be more reluctant to give up and let possible challenges affect the will to push on, whereas, the people who have low self-efficacy are likely to feel more giving up when encountered with difficulties (Bandura & Schunk, 1981; Brown & Inouye, 1978; Schunk, 1981; Weinberg, Gould, & Jackson, 1979).

This themes' purpose is to represent the reception guarding managers' view on their abilities to handle their jobs. How they are understanding their own resources and competence. The following subsections, Managerial work and Knowledge and Skills, provides theoretical information on what the theme is built from. The next subsection, Managerial work, will explain both the general information about the work and the specifics of the managers researched in this thesis.

2.1.1 Managerial Work

This following chapter will go through the characteristics of management work in general and then explain the specifics with the managers studied in this thesis. Managers' main task is to manage people by securing that the workers are performing their jobs according to instructions.

As Peter F. Ducker states, management is something that focuses on maintaining the ground rules, ensures that the tasks are done, and certain disciplinary acts are conducted when

needed (1986). The fundamental characteristics of managerial work, especially in people management could be phrased as follows “leadership is a process by which an individual affects members’ of a group to achieve a common goal” (Northouse, 1997).

Managers’ job is not only to react when rules have not been followed and then be in contact with the subordinates. The managers’ purpose is to take preventative actions by being a part of the organizations risk management policy. By being a manager means great responsibility for other persons safety during work or employment. Risk management policy is run by the organizations high management level but also the ground management. Its purpose is to prevent losses by taking preventative measures, furthermore with managers, understanding the possible burnout risks, work ability losses etc.

The term employee or worker includes managers as well. According to Occupational Safety and Health Act. (2002) managers are considered as representatives of the company (employer) who are also employees of the company. This means that the managers maintain a dual-role being both employees and representatives for the company, as employers.

When referring to the employer, it is meant to be as follows

“An employer is defined as a person engaged in employment in an employment relationship or in an employment relationship with an employed or self-employed person, as well as the person actually exercising the power of decision of the employer” according to Laki24.fi Website (Unknown).

And when referring to employee it is meant to be as follows

“An employee is defined as an employee who is employed by an employer or an employee or a comparable public-law employment relationship with an employer” according to Laki24.fi Website (Unknown).

By understanding the role of being workers themselves, the managers working conditions need to be just as much valued as any other workers therefore, the same rights, right to work in a safe environment with decent amount of mental pressure applies for them as well. Managers’ most important responsibility is to make sure the working conditions are safe for the subordinates. The rules and instructions are according to laws and are up to date. The minimum requirements for this come from Occupational Safety and Health Act. (2002) Health and Safety supervision Act. (2002). Because of this responsibility, the stress load could become high and might impact the managers’ ability to perform and handle pressure. Unfortunately, the laws do not emphasize greatly on mental pressure (Occupational Safety and Health Act., 2002) which means that this aspect needs to be included within the organizations risk management and wellbeing policies. The policies need to consist of plans for educating the staff and managers, steps on surveilling the working conditions states, etc (Tarkkonen, 2016, p.87).

According to occupational health and safety (OHS) researches, it is essential to emphasize the importance of managerial work done in proper balance. Furthermore, well managed management is understood to be one of the key factors in a successful business (Tappura et al., 2014).

Within the case company the managers' workload does not only consist of managing people, approximately 35 subordinates per manager, but also by being responsible of clients. In the case company a manager of reception guarding unit has approximately 10 clients (institutes, private sector such as business parks etc.) where the subordinates perform their work. This means that there are three main responsibilities that the manager has with his or her job; financial responsibility, personnel responsibility, and customer relationship responsibility. An illustrative outlining of this scenario can be seen in Figure 1.



Figure 1: Managers' responsibilities; clients, subordinates and other administrative work in the case company.

The way the reception guarding managers work differs from for example a phone company's managers work is the layout of it. Almost without exception, all the subordinates work in different locations which could be several kilometers apart from each other. This means that

the manager is unable to follow the subordinates work as much as it would be possible if they all would be within the same building. This factor and other being the characteristic of the actual work done by the subordinates, being security guards. Receptionist guards do not encounter as much hostility and situations that could lead into acts of use of force as much as for example security guards working in shopping malls. However, the work differs greatly from regular customer service having the same standby requirements as the mall security guards is required of, the difference on requirements come from the client's needs and characteristics. Therefore, the responsibility of subordinates' safety is much more highlighted than in other fields of managerial work.

2.1.2 Knowledge and Skills

The following section will emphasize the issues of having skilled and able personnel, including managers. Training and education provided by the company is both beneficial for the employer and employee. Developing the people's skills has had a direct positive impact on the company's, the individual's satisfaction and work commitment (Whitener, 2001; Arthur, 1994; Huselid, 1995; Wood, De Menezes, 1998). Furthermore, training has been studied to have positive effects on job performances and satisfaction in coping with the tasks (Hill, Lent, 2006; Satterfield, Hughes, 2007; Kraiger, 2002). Stajkovic and Luthans (2003) emphasize that it would be beneficial for the company to invest in building people's strengths by training and education. The message that the company sends to the workers by training them is that they care about their ability to perform their tasks and are concerned about their wellbeing (Arthur, 1994; Wood, De Menezes, 1998).

Stan Lester (1995) emphasized the importance on not only focusing on already acquired knowledge and skills, but to push beyond the unknown and learn from experience. Human capitalist emphasizes the value of the individual and believe that persons who have greater skills can result in the productivity and success of the economy (Lange, Topel, 2004). The theories aim to explain the value of having an individual, especially in a managing position with the necessary information to perform one's job. When a problem occurs, the individual is able to solve it by pure logic when possessed the necessary components of needed knowledge and experience (Hayek, 1945).

Therefore, it can be concluded that managers have greater self-efficacy in their performances when there is knowledge, skills, and experience to support the work. Self-efficacy has a link to motivation because if you feel that you are able to perform the tasks, it will increase the motivation to perform the tasks. However, Stajkovic's study on core confidence development (2006) revealed that in the U.S for some reason the workers are less motivated resulting in lower productivity rates that they could be performing. The reasons, he speculated to be

the cause of the low productivity, was the organizations inability to understand what motivates the worker. Dan Ariely, a behavioral economist, in his Ted Talk about “What makes us feel good about our work?” (2012) reveals that it is not only the salary received from the work that is enough but the understanding that you are doing something that leads to something, you are an important part of the mechanism. More on this thought on the next section concerning work wellbeing and work satisfaction.

2.2 Tools to Perform

This themes’ purpose is to represent the reception guarding managers’ view on their tools and supportive factors to aid their work performance. The following subsections Work wellbeing, Appreciation, Job satisfaction, and Workload provide theoretical information on how important it is to have these well-balanced and why.

2.2.1 Work Well-being

Marja-Liisa Manka and Marjut Manka have written a research on work well-being (2016) which is used in this thesis as a basis about the importance of well-being. The main and most important point is to understand that by investing in personnel well-being, the company will be successful. Manka & Manka (2016) do mention that the costs in human resource companies can be over 50% than in comparison to for example industry focused company’s’ where they are around 15%. However, by investing in human capital or in the term “immaterial capital” as they use, the effects are increased work motivation, increased work satisfaction, trust in employer, mitigated sick leaves etc. Manka & Manka (2016) also emphasize that manager-subordinate relationship and overall work community relationships are an important part of work-wellbeing. As stated before, managers are considered as employees of the company as well and all the same rights as the subordinates have apply to them as well. The challenge is that the managers need to be able to perform their tasks without risking and costing their own wellbeing and stress coping skills.

The issues that affect the wellbeing are for example, inequality on behalf of the managers which could pollute the entire work community. Work well-being itself is a complex concept which consists from multiple matters; company culture, history of the company, processes, attitudes and motivation. The issues that Manka & Manka (2016) have found to be useful in today’s work life in enhancing the well-being are entrepreneurial attitude, innovative workplace without strict hierarchical organization models and having work well-being as a part of the company’s strategy. Human resources policy must be a part of the company’s process and

HR functioning. However, it is also said that renewing the policy in valuing the social capital is a heavy and time-consuming process.

In both private and public sector, the appreciation of well-being has been on the rise. The history of the concept has started from 1920 by understanding stress related issues and the need to mitigate them. First the focus was in physiological issues, but then also mental side was taken into account. What makes a happy worker? - can be understood by two aspects known as the “lack of boredom” and “the absence of strain” (stress increasing factors) (Edwards, Caplan, Van Harrison, 1998). By this it is meant, that usually there is a clear link to unsatisfied worker who has low work well-being when the job tends to be too challenging to handle resulting in high stress, or the work is not challenging enough resulting in boredom and poor work performance and maybe even the overall commitment to the job and employer.

The key words in researching well-being was workload, work requirements and work manageability. This was also the first steps towards Health and Safety processes were made. It was understood that for example one source in providing recourses for one’s work are the support from one’s manager, innovative work environment and active work, which means that there are possibilities to affect their own work and role. Today it is understood that a successful company is one that has clear objectives and vision. The actual values named in the company can be seen in the daily life. What is included in the company’s success in being supportive factors, are the methods used to increase the circumstances for the work done by the individuals, but also the benefits around the worker. Salary is not enough to keep the worker satisfied. Healthcare services, other services and work community bonding events are aspects that have positive effects on the workers well-being and commitment towards his or her employer (Harter et al., 2003).

2.2.2 Work Satisfaction

Wood and De Menezes (1998) open in their article the meanings of Highly Involved Management (HIM) and how it has opened the idea that employees are understood as assets to be invested in for the organizations success rather than being replaceable parts of the company’s machine. HIM is a tool within the organization made to support the employee satisfaction ensuring the productivity of the business. It is understood that commitment to one’s job, hobby or whichever goal has a great deal to do with the satisfaction with it. With correct motivation and satisfactory factors influence one’s true investment in the issue at hand (Caprara, Barbaranelli, Steca, Malone 2006.; Caprara, Barbaranelli, Borgogni, Steca 2003).

An important perspective for this thesis is in understanding the importance of job satisfaction for the company’s success. With the correct work design and support for employees, the ef-

fects for the company's business can be seen (Wood, et al., 2012). There has been found a link between work safety and work wellbeing when investing in long term work relationships (Saloheimo, 2004).

One of the issues that affect job satisfaction is stress, and the study by Robert Klassen and Ming Ming Chiu (2010) elaborated that working conditions have a great weighing in teachers stress levels. This can be related to the managers studied in this thesis, if the working conditions are well prepared and there is enough time to plan and prepare for example client meetings etc. the stress levels are lower (Liu, Ramsey, 2008). There have been discoveries in positive work performance when support and appreciation are involved. Studies have shown that people who receive feedback and support from their managers are likely to be satisfied with their jobs (Burke, Greenglass, Schwarzer, 1996). A study on teachers coping by Arnold Bakker, Jari Hakanen, Evangelia Demerouti and Despoina Xanthopoulou (2007) with their students and especially with misbehaving students, gave results in stress. However, the teachers were able to handle the work and require relief when their manager was involved with the situation and aftermath. The study emphasizes "engagement" and "vigor" as positive states in the individual's behavior towards the tough situations. Resilience is mentioned to be the result of having the awareness of support which one has if it is needed. Therefore, it can be stated that one's managers' involvement, feedback and support is very important for the success of the work.

2.2.3 Workload

Hastiness, competitiveness, and pressure of success. These are the factors involved in the today's world. Employer wish to produce work efficiently and economically. The pressure to handle one's work is great and therefore needs to be observed for the original purpose, why is my work important. Robert Klassens and Ming Ming Chius (2010) study on teachers coping resources with their workload, explains trough Albert Banduras earlier studies of self-efficacy (1997) how the amount of occupational experience is not necessarily the key to being successful. There are many other factors involved such as personal life experience, the importance of proper managerial guiding, and overall atmosphere at the workplace; how the other supporting departments do co-operation and provide the necessary backing (Kooij, De Lange, Jansen, Dijkers, 2008). The study of Klassens and Chius was relevant to this thesis because teachers work and reception guarding managers work both have same elements. Large number of students is similar as the managers' subordinates. Managers are responsible of providing a safe environment for the subordinates to perform their jobs by training and aiding when needed. Therefore, if the managers job is to make sure the clients are contended and the workers are pleased, it is important to provide such a work layout that the manager is able to

achieve and sustain these conditions. Having overworked personnel who could be experiencing burnouts are expensive for the company (Greenglass, Burke, Moore, 2003).

Studying the effects workload amount in relations to stress is one of the main emphasizes. It is not clearly stated that is there a direct link between long hours of work and large amounts of workload to increased stress (Hobson, Beach, 2000). However, it has been discovered that if the individual struggles to cope with the tasks and the feeling of success is rare, it indeed does affect one's motivation and satisfaction and eventually self-efficacy. Employees who feel that it is almost impossible to handle the tasks set to them are likely to experience anxiety, lack of interest for the work and perform poorly (Maslach, Leiter, 1997). There is multiple research on stating that workload has impact on stress and burnout, the "psychological reactions" (McDonald, Korabik, 1991; Himle, Jayaratne, Thyness, 1991; Lee, Ashforth, 1996). Therefore, it can be understood that it is of great importance that the workload is well balanced and measured from time to time in order to prevent from going out of control. The definition of too much workload is impossible to me determined by an exact number because people tend to have individual pressure coping skills. Therefore, the simplest way of explaining how much is too much, is by consulting the individual and observing that is she or he able to handle the work in the schedule set to her or him (Greenglass et al. 2003).

2.3 Company Commitment

This themes' purpose is to represent the reception guarding managers' view on the company's culture and atmosphere and the findings in the analysis aims to answer are there possible negative factors affecting the managers' commitment. The subsection is focusing on Organizational culture. This was chosen because it is understood that organizational leadership methods, communication and support, and cooperation within the company have effect on the individual trust and commitment towards the company. The next section explains why this is so.

2.3.1 Organizational Culture

In this part, the opening on the term organizational culture is unfolded and the link to this thesis's research is that how company culture is felt by the workers has an affect on their commitment to the company and their work itself.

A cultural geographer Haggett (1975, p. 238) has described culture as follows:

"Culture describes patterns of behavior that form a durable template by which ideas and images can be transferred from one generation to another, or from one group to another."

As a brief opening of the term culture without going to the long lengths of Anthropology, Social Psychology and Sociology, culture is performed by social interactions and the combination of different people's behavior (Benedict, 1934). Organizational culture has evolved from the need to manage and develop promoting the cultures own development (Barley, Meyer, Dash, 1988). The group of people who act according certain manners can differ within the organization itself resulting the company having multiple cultures depending on the tasks and functions these groups perform (Kotter, Heskett, 1992). Hierarchical organizations often have different cultures, for example worker level Vs. management which means that their experiences on how they review the company could differ greatly (Wilson, 1997).

Values which have been linked to the company culture are understood belong to the so-called hidden level, which does not appear as openly as other aspects of the corporate culture such as behavior and social interactions (Schein, 1991). This means that there might be conflicts on how the company is seemingly promoting itself and how the actual actions are made because the visible values and goals (often marketed for example the company's official website or other sources) might not be the actual values that are unconscious often related to financial decisions (Deal, Kennedy, 1982; Argyris, Schon, 1978). Cultures effects in both positively and negatively for the company's performance (Hogan, Coote, 2013). Because of these aspects, organizational culture is a large machinery with layers and is not easily changed.

Aspects on motivation resulting in the commitment to the company and their work can be practiced through different motivating factors (raise, bonus, nomination for best worker etc.). These studied on the research done by Ganta (2014). Ganta emphasizes that motivation is the key to succeeding in one's tasks in overall in life and it is linked to commitment. If the goal is clear and the tools to achieve are supporting the journey towards it, then the commitment is stronger. Human capitalist emphasizes the value of a person, this is something that is important for the company to understand. In 1987 the Black Monday happened, being a financial crisis for which Becker (2002) refers to by explaining that this crisis affected to the *non-human* capital (a term used by Becker) leaving the actual human capital safe where the possibility to rise again and be successful was possible. The example sheds light on the aspect that although many companies' main goal is to gain profit, it is extremely important to understand the value of a good worker. Becker states that by the term Human Capital is meant *the knowledge, information, ideas, skills, and health of individuals* (Becker, 2002).

The important elements within the organization that effect the company culture and the overall feeling among the staff is communications (Wilson, 2001). How this is executed resulting in staffs trust in the corporate and its leadership. There is a study on error management by Cathy van Dyck, Markus Baer, Michael Frese and Sabine Sonnentag (2005) from which can be understood that a company that actively communicates, admits and learns from the mis-

takes is likely to be more resilient. Therefore, in this thesis the view on how the officers in the officer survey data and the supervisors in their survey answer company related questions are analyzed by keeping in mind the trust in the company through quality of company communications.

3 Methodology

This thesis is a research based which came together from the need to understand the managers' work; their responsibilities and challenges within the case company. The main method used is studying a case company through survey data collection. The thesis follows the basics of a research, meaning that there are the basic structure of framework, methodology and conclusions. The actual process in conducting the Thesis is shown in Table 2. With this Thesis, the preliminary idea was molded and came together after studying the Officers Survey which was conducted by the case company's HR department in spring 2018.

Research Process Phase	Execution Method
Preliminary Thesis Idea	Case company provided Officer questionnaire (Data 1) leading to investigating surfaced problems amongst the officers (their well-being, resources and overall coping).
Theoretical Framework	Reading materials -> narrowing the main topics, literature research.
Research Questions	Establishing the research questions based on the data and literature.
Methodology	Choosing the method to research; constructing the survey for reception guarding superiors (Data 2).
Data	Finalizing and executing Data 2.
Analyzing	Narrowing and selecting of the relevant questions for the research questions of Data 1. Selection of Data 2. 2. Choosing Theme Analysis method to analyze both data sets together.
Results	Applying themes, chosen in Theoretical Framework Chapter, and arranging data 1 statements and data 2 questions to matching themes.
Discussion, Conclusions and Recommendations	Discussion: Results revealed are linked to the

tions	<p>theoretical framework.</p> <p>Conclusions: Authors views on the results and the answers to the research questions.</p> <p>Recommendations: Further research.</p>
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Table 2:Thesis process steps

The challenges this thesis encountered were great changes on the research scope and overall goal of the thesis. Because in the beginning of the research the purpose and scope varied greatly because of the case company's situation. The case company first was focusing on conducting a three (3) year well-being plan and needed background information for this. Therefore, the original idea for this thesis was to be a case study focusing on the subordinate and manager levels work conditions, wellbeing and the possible effects of poor wellbeing management for the business. The scope and topic for this thesis then changed with the needs of the company and the research was decided to focus in certain part of the company's management. The changes that then was conducted were as follows: the focus was no longer in the subordinates (the security guards) directly, but in the managers of reception guarding resulting in changing the entire research questions and sample size from the officer survey. Now the emphasis is only in the managers work and their well-being. There are four managers and their leader the service manager. Understanding the importance of having motivated, appreciated and valid managers is the theme highlighted in this thesis. Through surveys the intention is to find out are the current managers performing their jobs efficiently and are they satisfied. Furthermore, are the work descriptions matching the managers' understanding.

The main research method used by the author is a survey (the second data; Reception Guarding Manager Survey). A survey is an ecological and efficient method to gather information from a large respondent group (Saunders, Lewis, Thornhill, 2003 p.92). Surveys or questionnaires purpose is to find answers for the research question(s). The questions need to be well prepared because there is not, without a great deal of work, possibilities to return to the respondents if the answers need clarifying (Saunders et al., 2003 p.280-326).

The role of the author in this thesis is to remain objective and use the findings with the base theories to establish conclusions and further study suggestions. In this thesis the term used to refer the studied people are managers. There are other terms to describe the same meaning where a person is in a managing position with the responsibility of subordinates. These words are supervisor, superior, and foreman. Therefore, all the literature and scientific sources used in this thesis which have mentioned any of these terms, are understood in the same manner.

3.1 Data Collection

As this thesis is a case study resulting in being the main research method the following Chapter 4 will provide the results from the two data sets. The idea behind this thesis is to find out the work resources balance of the reception guarding managers. This is studied through the three themes self-efficacy, tools to perform and company commitment and the keywords to categorize the results into right themes are; knowledge, purpose of tasks, overall job goal, commitment, and well-being. The survey made for the managers studied (reception guarding managers) is the main data and the officer survey is supportive secondary data. Therefore, the officer survey was the basis of creating the manager survey. The need to proceed deeper into the results of the officer survey provided certain points to focus on and those points are the framework of this thesis and from there the questions for the manager survey were created. Both data sets are analysed together by thematic analysis method. Next each survey is introduced in order to understand the circumstances the respondents had with the answering.

3.1.1 Work Satisfaction Survey for Officers

The survey was provided for this thesis by the case company's HR departments assistant and is a mixed-method survey consisting in both quantitative and qualitative, open answers. However, because the open answers were voluntary, the amount of answers per question are less than half in comparison to the total number of respondents. For example, in the first statement (Figure 5) there were 20 open answers and from 88 respondents. The survey was in Finnish which the thesis author has translated into English. The open answers are not grammatically correct because of the purpose to salvage as much as possible of the original answers which neither in Finnish were grammatically correct. The original survey had four (4) categories in which each of them had ten (10) statements. Only the questions relevant to this thesis and its research questions are been studied. The four categories were supervisor and management, work and know-how, work community, and well-being at work and work ability. The survey was meant for officers that work in the company's security guarding, security technology, support (financial management, billing, payroll administration, procurement) and other officer departments. In each category the answer scale was from 0-10.

0-2 - strongly disagree / very bad

3-4 - disagree / bad

5-6 - neutral

7-8 - agree / good

9-10 - strongly agree / very good

The time to answer the survey was 2 (two) weeks via email link. All the respondents are employed full-time and almost half (48,9%) have over ten (10) years of work experience within

the company. 33 people of the respondents work within the security guarding department, 27 people in technology department, 13 people in supporting departments (HR, payroll, procurement etc.), and 15 people in other officer duties. The open answers are providing additional information regarding to the statements. The original survey results with open answers are in the Appendixes section.

3.1.2 Reception Guarding Managers' Survey

The second data was conducted on the basis of the officer survey. This survey was given to four (4) reception guarding managers. The survey was conducted using free Survey Monkey services which narrowed the questions down into ten (10). The link for the survey was sent to each respondent via email. The survey is mainly an open answer survey meaning that the data is qualitative. The survey was in Finnish and was translated into English by the author and as in the officer survey, the answers are not grammatically correct either. This is for the same purpose which is to preserve as much of the original content as possible. The original survey can be found in the Appendixes section.

4 Analysis

As the Thesis has started backwards, having first the officer survey data provided by the case company, the author did not have any possible way on deciding beforehand the analysis method nor the execution style. The most suitable analysis method chosen was the thematic analysis method. Thematic analysis method is used for qualitative data analysis, and it can be used to find both talked and written commonalities (Braun, Clarke, 2012). The analysis method which is mostly used by behavioral science studies where it combines both qualitative and quantitative data (Meier, Boivin, Meier, 2008). The method aims to identify the commonalities within the data and search through themes to answer the research question(s) (Braun, Clarke, 2006).

The idea is not to focus in all patterns founded within the data because not all of them are necessarily important concerning the research questions in this thesis. Therefore, the themes (self-efficacy, tools to perform and company commitment) were formed from the three topics, organizational culture, managerial work, and work well-being. Keywords were formed from the question or statement sentences used in both surveys, to summarize them to each theme and they were as follows: Knowledge, Skills, Commitment, Resources, Tasks, Goals, Training, Support, Tools, Job satisfaction, Well-being, and Work ability. The questions or statements that have the exact wording or is acquiring the similar purpose are concluded into the analysis. For example, the third research question *What development aspects are managers wanting from their manager and employer?* The results answering to this question are

chosen purely on matching themes, one of the officer survey data's categories was Work Community, and most of the statements from this category have matches to the research question. From the manager survey, the final two questions: *What would you like to be improved by your manager?* And *What would you like to be improved by your employer?* Were chosen.

The point of view to understand these three themes are from the managers point of view (Figure 2). How they view the factors affecting their capability to perform their tasks -Self-efficacy. How do they feel about the circumstances and the tools they have to handle their work -Tools to Perform. How the company's leadership methods, communication, cooperation, appreciation towards the managers affect their loyalty - Company Commitment.

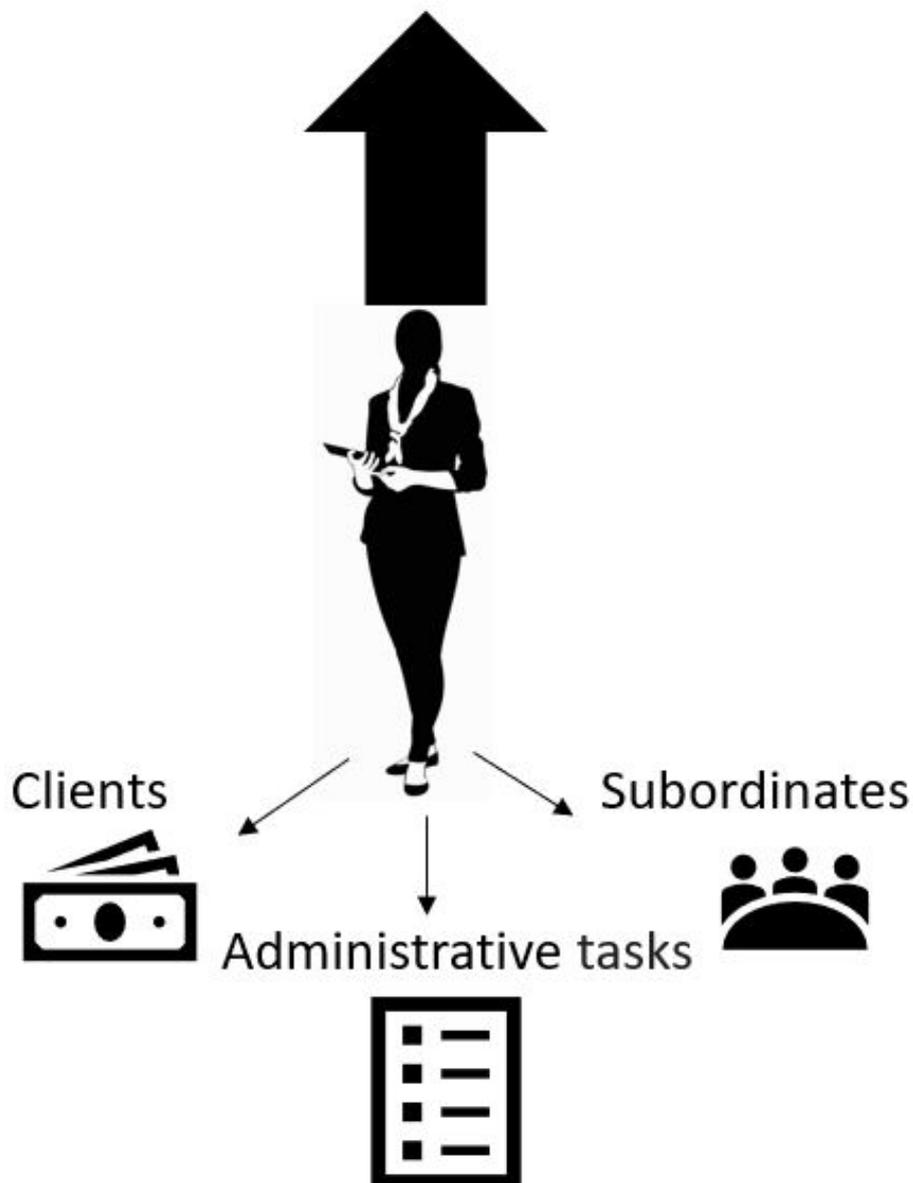


Figure 2: The supervisor's view of the influence of the above factors on him or her.

The figure aims to illustrate that since the manager has all these responsibilities (clients, tasks, subordinates), then how the company is providing support for him or her to help him or her to manage the job.

5 Results

The next subsections will reveal the results from the data sets together categorized in the three themes self-efficacy, tools to perform, and company commitment.

The officer survey being a quantitative data, is explained through the scaling which was 0-10. Here the author has drawn the lines in between the numbers six (6) and seven (7) as follows, the scores 0-6 are calculated together and are understood as confused or negative results and scores 7-10 are understanding and positive results. The scope with the two surveys was that the officer survey had 88 respondents and the manager survey four (4) respondents. For the readers information, when referring for example to respondent number three (3), it is always the same person, therefore it is easy to have an overall overview of each respondent.

The manager survey first revealed that the tasks are not even nor even the same among the managers. Respondent number four (4) has only six (6) subordinates and zero (0) clients whereas the other three have 44 subordinates and 14 clients on average. Information on this was acquired by the authors and respondent number four's (4) discussion revealing that the respondent does work shift planning for the reception guards and recruiting, and this is the task difference between the managers. This means that already from the beginning the entire set up between the managers is unbalanced. The following results tend to find out, in addition to the research questions, that does this difference and inequality have any effects among the managers.

5.1 Self-efficacy

The statement asking the relations of the officers' work and the organizations overall goals is on the positive side. 66 people (75%) out of 88 respondents are stating that they apprehend the company's' goal and how their work is relative to it. The statement asking the officers' knowing of their work goal (Figure 3) is in line with the previous statement because 84%, meaning 74 people out of 88 respondents are aware of their work goals.

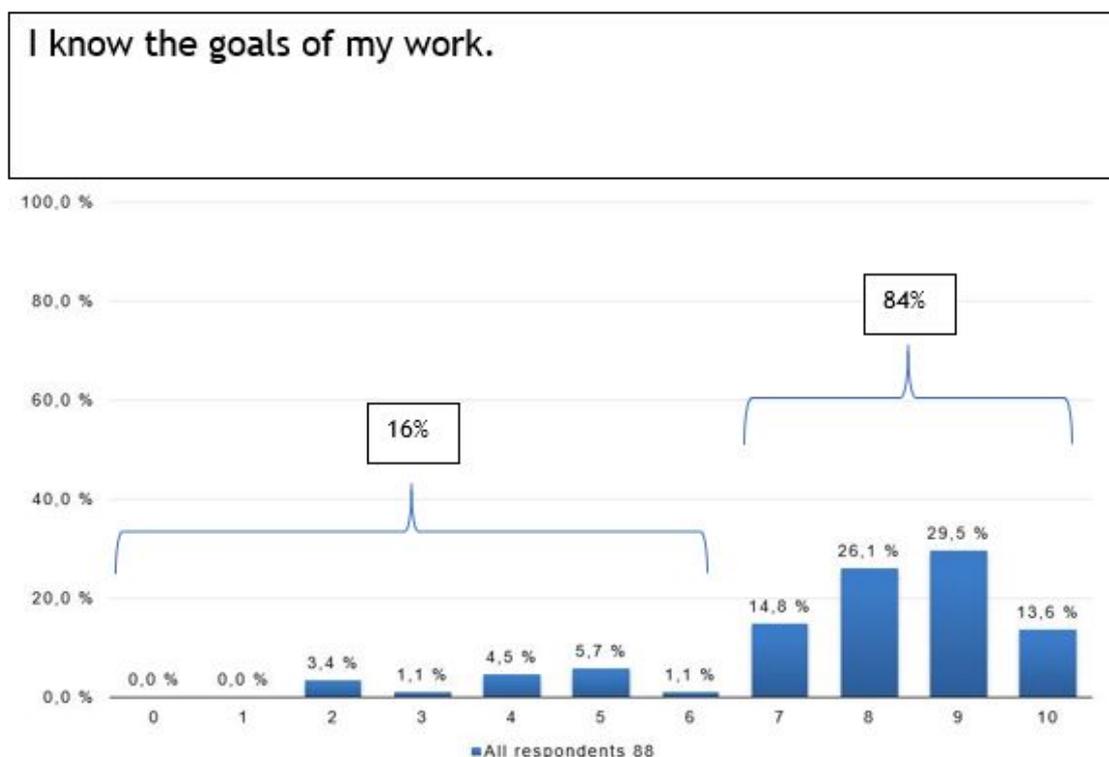


Figure 3: Statement: “I know the goals of my work”.

Although the officer survey revealed that majority know their goals, the actual layout of tasks and changes affecting the schedules are giving mixed signals on where to focus and what is most important in this case. Question asking that are the managers aware of their tasks and responsibilities, three (3) of the respondents gave the answer Yes explaining that they know it by, either, having worked long in the position, they have been prepped well, or that they are mostly clear with the possibility of some surprises. Respondent number one (1) however, answer *I don't know, why* explaining that the company has some inconsistencies on how practices are handled, and this causes confusion. Question measuring the balance of managers' workload and resources had unanimous answer that none of the managers feel that their workload matches their resources to handle the work. The common answer on why they feel this was among the three respondents with large amounts of clients and subordinates, and these are the reasons for it. The fourth respondent was implying on the scheduling and informing about tasks to be handled, meaning that it is inflicting on prioritizing and finishing tasks. Therefore, it could be concluded that the managers are sometimes confused on the methods to handle the work and how to manage it because of its large quantities. Open answers on the officer survey on the statement of knowing one's goal reveals that there are similarities from what the manager survey revealed. The managers know their goals through experience in the job but the unclear processes within the company are confusing. Here are some examples from the officer survey:

“At least I think I know”

“Objectives set by the company are not clear.”

“Because of my professionalism I know the goals of my work. From my manager I don’t get that information.”

As moving on to the statements assessing the officers’ estimates on their resources to handle the work, the statement asking about their knowledge being in balance with their jobs, 80,7% of the 88 respondents were agreeing that they have the necessary know-how to handle the tasks. Also, a statement on having the necessary resources to perform their tasks gave a positive scoring in having 77,4% out of 88 respondents contempt with the work balance. This supports the need for this research, as stated before, somewhat alarming worker absence and turnover numbers increased the interest to study further and focus on reception guarding unit. It can be seen that, although, the officer survey gave over 70% positive results on having balanced workload, the manager survey revealed that none of the four feels that they are able to handle their work well with the current recourses.

Question inquiring on managers’ skills matching the tasks, revealed unanimously positive results. Respondents one (1), two (2) and three (3) state that despite the greatness of the tasks they are the same, routine helps, and tasks are easy to learn by doing. Respondent four (4) emphasizes on self-learning which is implied on his or her job description and other tasks he or she feels to match the strengths. These are interesting results because although the workload seems to be too much to handle, the tasks requirements on skills and knowledge are matching the managers’ qualities on their opinion. This means that the emphasis is on the balancing problems with the work amount and not in the quality of the work.

Question on further asking on skills and knowledge of the managers as *Do you get to exploit your knowledge and skills in your work as you wish?* supports the notions made from the previous statements and questions. The large amount of responsibilities effects on the task performances. Respondents one (1), two (2) and four (4) all answered *Yes* and the reasons were that the work allows them to decide their own phase and planning. Respondent number four (4) acknowledges his or her job description being more flexible than the other three (3) have and feels that with this description, skills and knowledge are freely used.

A pattern is starting to emerge from the manager survey results supported by the officer survey. Work tasks are uneven among the same position people and task workload is too great for one manager to handle.

5.2 Tools to Perform

Moving on to the well-being focused statements, the claim about having enough satisfaction supporting factors in the officers' work revealed (Figure 4) that 40% out of 87 respondents were not satisfied. The total amount of respondents was 88, therefore it can be seen that one of the respondents chose not to answer to this statement.

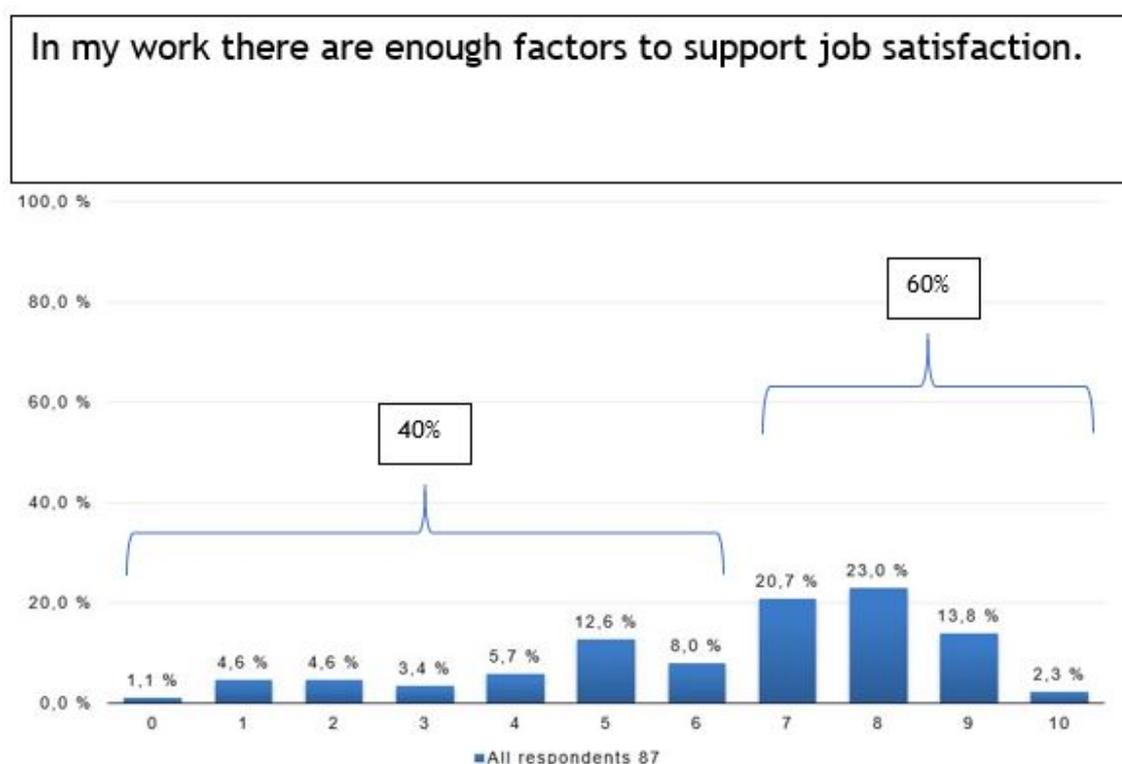


Figure 4: Statement: “In my work there are enough factors to support job satisfaction”.

At this point it is a reminder that the survey was sent to the entire company's officers' and the amount to respond was 88 out of 200. Already there are less than half responding and from those almost half are not satisfied on the job satisfaction. The open answers to reveal the negativity in this part, shows that there is a feeling that the people are not invested in and the salary should be enough to keep them going. The example answers are:

“At the moment I do not really come up with of anything that would support job satisfaction. It's nice that pay is paid on time.”

“Even the small rewards and well-being issues which existed with the previous company have been taken away.”

“In practice, the closest co-workers are the only thing.”

Continuing with this, the statement asking that does the job support well-being, 44,3% out of 88 respondents were not entirely agreeing. These are interesting answers because they said that they have the knowledge, they get to learn new things at their jobs, they are committed and the majority was contempt with their managers input, which will be seen further from the results, then it leaves the question what is affecting the job satisfaction. The answer to this could be partially on the statement about the jobs time consumption. The statement claiming that the job and free-time are balanced with each other revealed that 38,6% out of 88 respondents were not satisfied on how much the work affects the leisure time. Question *Do you have enough time to do managerial work?* With this question there were disagreements among the managers. Respondent one (1) answered *I don't know* and referred in same spirit as question one (1) implying on the large number of clients. Respondents two (2) and three (3) both answered *No* emphasizing the same as respondent one (1) as there are too many clients and subordinates for one manager to handle. Respondent four (4) however, who had a different kind of job description answered the longest, stating *Yes* that he or she has enough time because the number of subordinates is low and he or she sees them often at the office. These results support the results found from the officer survey yet again, the amount of workload is too much to handle.

This has taken some effects on the mental pressure because on the statement “The mental requirements of work are in balance with my resources” revealed that 28,6% out of 87 respondents, leaving once again one respondent without an answer, were not agreeing in the statement. Despite of the previous results, the question requiring scoring on the officers’ work ability gave clearly positive answers in having 86,4% out of 88 respondents. It is unclear why there are severe inconsistencies with these answers.

The company’s’ survey asked about the officers’ satisfaction on receiving enough training to support their work and this gave more mixed results. Figure 5 reveals the almost half and half opinion in this matter.

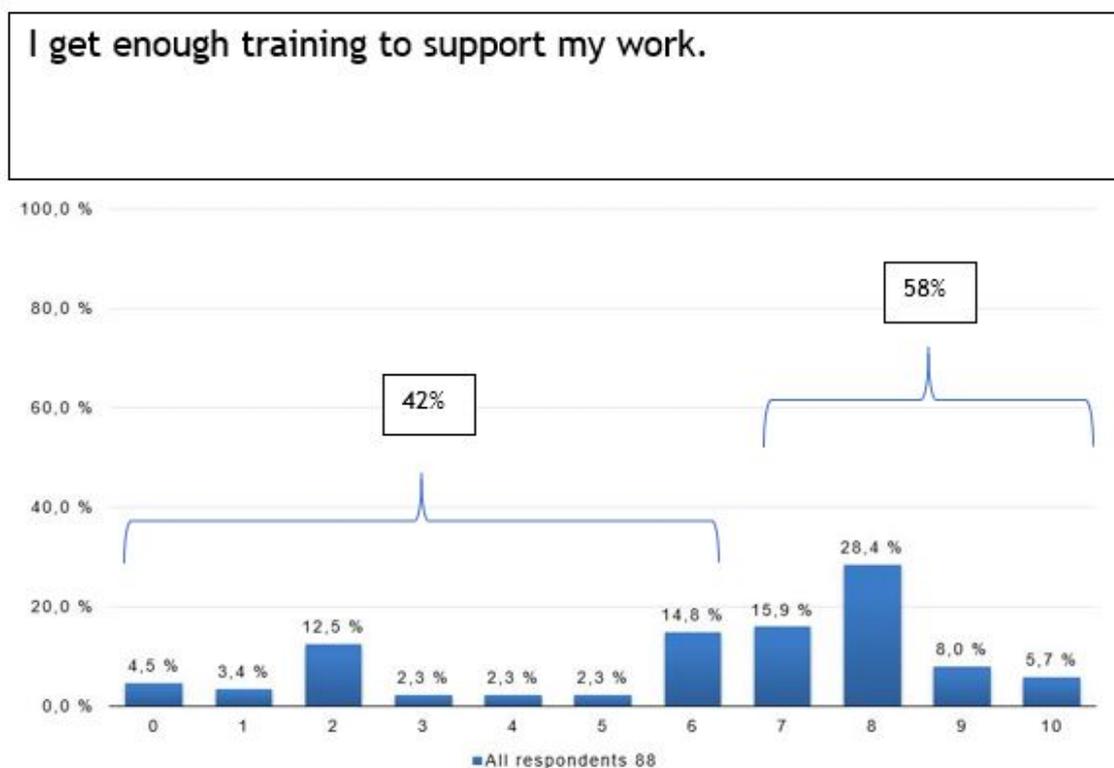


Figure 5: Statement: “I get enough training to support my work.”.

This could indicate that although the officers’ feel that they have the adequate knowledge for their jobs but don’t receive enough training from their employer, that they are self-taught or received education otherwise outside the company. The open answers support the findings and reveal issues that there is not enough energy to study in addition to work and that the training provided is not always suitable. Here are the example answers:

“Training would be nice, but I feel enough over-burdened even without it.”

“I do not think so! There is really little training and, if so, their contents do not seem to serve purpose.”

“I wouldn’t have unless I wouldn’t acquire it myself.”

The statement on asking about the opportunities to learn from the tasks supports the previous thought. 82,8% out of 88 respondents are saying that the actual job teaches them new things. Now that these issues have been established that the majority from the respondents feel that they know what they are doing, how to do it and get to develop their skills, the next statement is about inquiring the quality of their tools and equipment needed to perform their jobs. 73,9% out of 88 respondents are satisfied with the tools that are used, slightly lower percentage than with the previous statements. This could go hand in hand with the statement

about the lack of training possibilities, indicating together that the investment in personnel is not a high priority with the company's strategy.

Question on asking the manager view in receiving support from other departments and their manager gave inconsistent answers among the respondents. All of the respondents agreed on receiving support from colleagues or from each other. Respondent four (4) was the only one to mention getting support from their manager and all of the respondents agreed on having poor or nonexistent support from the HR department. Respondent number four (4) elaborated that the company's supporting departments overall in his or her opinion are not equivalent for the company's needs. This could mean that there is a great pressure in being "alone" in the situation. As stated, the training provided by the company is not highly valued or is not matching the needs, also the cooperation with other departments is lacking, leaving the managers to "survive" by themselves.

5.3 Company Commitment

The statements regarding the officers' views on how they assess the company's atmosphere, cooperation and culture begins with a claim that the work environment is open and if there are problems they are openly handled. To this statement only 59% out of 88 respondents were satisfied on the openness at the work place. Overall scoring on the work community's function ability 64,8% out of the respondents were contempt in the situation. The reason for the over 10% difference here could be on the interpretation of the statement. These statements could be understood to refer both their own departments and teams or the entire office, the phrasing in the statement was "In my opinion, my work community in general is functions well."

When asked upon the officers on how they understand the expectancies from their manager, the majority 77,3% (Figure 6) had the feeling that they are aware of their managers requirements.



Figure 6: Statement: “I know what my manager is expecting from me”.

The managers were asked to explain their needs from their manager, and the results were that respondent one (1) answered *I don't know* without providing further information. Respondent number two (2) stated the following needs from their manager. More involvement about the work related to managing the subordinates and equal treatment. Respondent number three (3) was needing more support and resources to handle the main responsibilities, clients and subordinates. Respondent number four (4) was fully content on the managers' labor input. This could indicate that because the officer survey resulted having over 20% of confused people on what their manager is expecting from them, that the reception managers could have been a part of that pool. It can be stated then that the majority of the managers are not satisfied and are needing more involvement and support from their manager. Once again, the ones who have this opinion are the ones who had a larger and challenging job description with large amounts of subordinates and clients.

Continuing on to find out on how the officers viewed feedback giving in their workplace (Figure 7). 67% out of 88 respondents were mostly satisfied on the amount and quality of feedback.

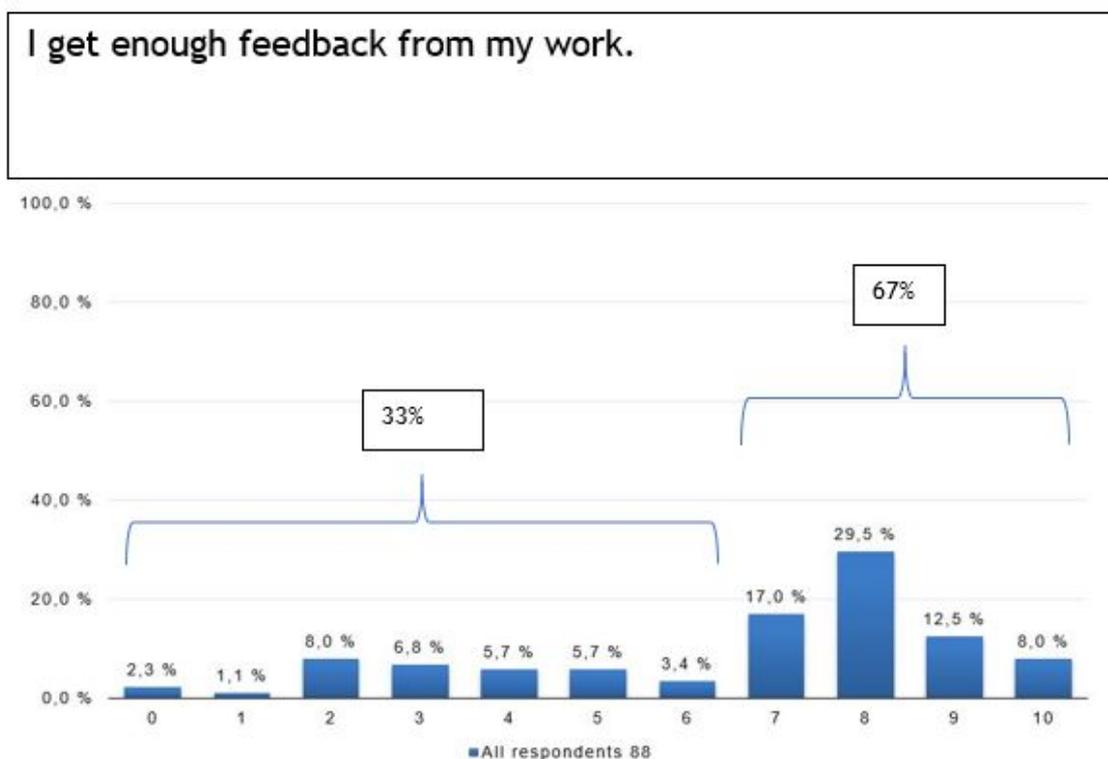


Figure 7: Statement: “I get enough feedback from my work”.

As a notion, we all have our own understanding on how much is enough, therefore this statement can't be exactly interpreted because it is hard to measure. The reasons for confusion in this statement among the 33% are with the overall communication and information flow because the open answers explained that some of the officers are not in the clear with who is their manager, which is a very poor situation.

The open answers were example:

“I receive support always if I ask for it and receive seldom if I don't ask for it.”

“Support is received although it feels that nothing happens when said about the issues. Worries and sorrows are listened to.”

“First of all, I am not fairly certain who is my current manager. The time when I have asked something related to employment, I have not received any other answers except for “I will look into it”.”

However, whether these are the issues or not, these do not seem to affect the feeling of commitment towards the officers' jobs because 85,2% out of 88 respondents answered positively in the statement “I am committed to my work”. The answer for statement asking about the officers' notion on what they believe the company expects from them also was in the same line as the previous ones. 61 people (69,3%) from the respondents understand their role

within the company and again around 30% (30,7% to be exact) are having problems in this area.

There is a link between these statements so far and the question up to this point that rises, is why some of the managers have less time or interested in being available for their subordinates.

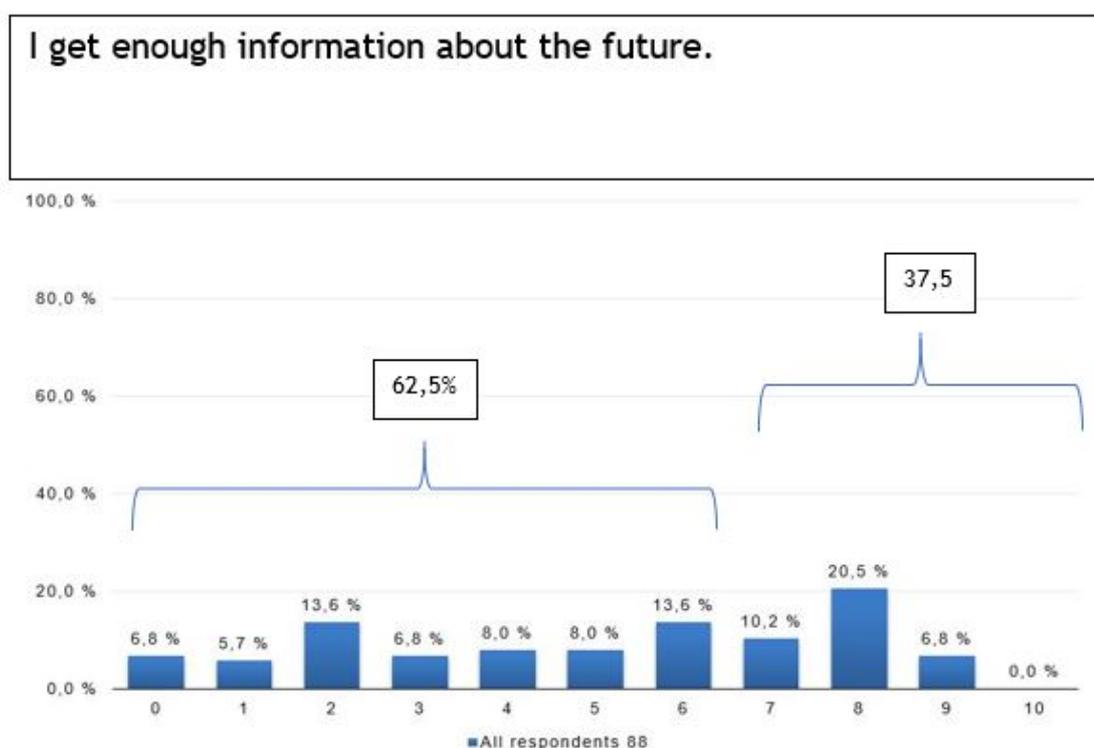


Figure 8: Statement: “I get enough information about the future”.

So far, the statements have revealed answers on the positive side, however the case is different when asking the officers’ opinion on communication. Figure 8 reveals, that 55 people (62,5%) are not satisfied on the information exposed about the future plans. Open answers, as examples, gave the following clarification in this unsatisfactory opinion:

“About future issues the information is lacking. There is a lot to improve and clarify in order to make the development positive.”

And for example, by criticizing the confusion of the question layout:

“What is meant by this question? My future, the company’s future, units?”

There is also unclarity on the explanations on how some certain procedures or decisions are done:

“Maybe about nationwide issues could be informed in a comprehensive way and why some things are done. As an example, selling some of the business parts to another company which definitely brought some confusion and left questions which were not answered.”

As previously was discovered, the information about the company's' future was lacking therefore these answers together raise questions about understanding the difference between operational, daily tasks and goals, and the larger, long-term goals of the company. Has the top management of the company explained these, are they visible and up to date somewhere, such as in the company's intranet etc.

The managers' survey on what they are expecting more from their employer revealed improvement needs and the answers among the respondents were somewhat similar. All the respondent's answers indicated that well-being and appreciation methods should be invested in. Number four (4) explains that the company being a company where the workers (guards) role is not appreciated enough is a disadvantage in the private security industry and by investing in that the company could outrun competitors. Respondent two (2) emphasizes on improving the HR departments and payroll administrations functions, here the idea could lie on worker satisfaction. A statement claiming “I trust my employer” gave interesting results among the officers. Despite the poor flow of information within the company, and the issues the managers gave in their survey, 64,7% out of 88 officer respondents are agreeing by the statement and trust their employer. This could implicate that the difference in their manager and the faceless employer is not entirely separated from each other, meaning that some of the respondents could have answered this by focusing on their manager and some in mind with the larger picture. What can be concluded from this is that the inconsistencies could be a result of an unclear phrasing or lack of information. This can be understood by the conclusions that teamwork inside the company between different departments seem to be poorly working, therefore, it is difficult to provide actual answers on the company atmosphere, because these factors surely have impact on the environment.

The next part, discussion will open more thoughts by the author on what to conclude from the results and what are the findings for the research questions.

6 Discussion

The results have revealed inconsistencies among the answers from the officer survey and the needs what the managers are requiring in order to be better at their jobs. Table 3 reveals the findings for the research questions with the selected themes. The findings are consistent with

the theories used in this thesis. It can be seen that the challenge in performing one's tasks is not with the intellectual side but on the quantity of it. Too great workload has been discovered to have effects on one's motivation and satisfaction which in the end could result in poor job commitment. The findings are stating that the managers feel that they have too great responsibilities (the number of clients and subordinates). This might be affecting their self-efficacy (confidence) to handle the tasks because there could be the feeling of impossibility effecting overall motivation to perform the tasks.

The tools to perform these tasks revealed also that the procedures and methods set by the employer or by the managers' manager are sometimes confusing resulting in uncertainty on where to focus on. What are the priorities? The managers were emphasizing on the plus side that they have the freedom to plan and schedule their own tasks which is good way to support work well-being. This is a good tool to plan on how to manage the workload, however, on the negative side it can also lower the possibility of working afterhours. The officer survey already revealed that many of the respondents feel that the work is affecting the leisure time. The officer survey and the managers' comments revealed that they feel that the possibilities to develop themselves is mostly because one's own activity. The job it self teaches new things yes, but trainings provided by the employer is lacking.

Issues affecting the possible commitment towards the company and employer revealed that poor cooperation among the departments could be affecting the feeling and atmosphere. If the company does not encourage teamwork across department lines, then the possibility to feel a part of the community cannot be the best as it could be. This could also be a way to develop skills and knowledge if the people would be working on projects outside the certain units and departments. Mixing of knowledge and skills could enrich the final product. The managers also were needing more support and involvement from their manager which could ease their workload and improve their methods to handle the tasks. The first issues that could provide immediate aid to this could be the new division of responsibilities. By balancing the responsibilities of clients and subordinates could provide more latitude in performing the tasks.

	Self-efficacy	Tools to perform	Company Commitment
How do managers' view their capabilities to perform the work tasks?	+ They have the necessary skills and knowledge.	- Some methods set by the employer in handling the tasks are confusing. Hard	- The poor cooperation within the company's other department can affect the

		to know what is important and what is not.	feeling of being alone with situations.
How do managers' view their circumstances to handle their work?	- The work amounts are too great for one manager to handle.	+ Managers can plan and schedule their own tasks. - Training provided by the employer is lacking or not suitable. Self-development is mostly left to one's activity.	- Not enough support and involvement from the manager. - Inequality among the responsibilities is affecting coping.
What development aspects are managers' wanting from their manager and employer?	More support is needed to be able to handle and success the tasks.	Adequate training, involvement from the manager in understanding the guard level workers needs.	Better appreciation and well-being supporting methods. Investment on the people.

Table 3: Research questions findings.

Overall the answers to the research questions are as follows. Managers feel that they do have the knowledge and skills currently needed to handle the tasks and responsibilities. However, the workload feels too great to handle it properly and in time. Having more support from the managers' manager and employer, better communications and cooperation among the departments could help the task performance. Furthermore, because the importance of well-being supporting factors needs were emphasized, the corrections suggested could also increase these issues. Therefore, the theories findings in investment and valuing the human capital supports the need for appreciation for the workers, the security guards. The thesis provides first steps in concluding so, by investing in the managers.

The theories showed the possible effects on individuals when they feel that they are not supported enough in succeeding their tasks. What could be the effects on satisfaction, well-being and motivation when the work is not supporting ones coping. Burnouts were mentioned being a high risk with workloads, and in this case the problem is with the work amount and not with the quality of it.

7 Conclusions

The subjects this thesis has focused on have been managerial work, work well-being, and organizational culture. All the subjects have been understood to be linked to each other. The managers studied have great responsibilities and one of the most challenging ones have been proven to be the number of clients and subordinates. Managers' have the safety responsibility of their subordinates and the service quality responsibility for their clients. In order for these tasks to be managed well, the managers' well-being must be balanced and taken care of by their manager and by the entire company. The components from where the well-being is built from are, mental health, physical health, workload manageability, and appreciation. Appreciation was introduced to be one of the key factors inflicting one's work satisfaction and overall possibility to develop one's self. Appreciation can consist from feedback receiving from one's manager and from the cooperation and support received from colleagues and other people. The cooperation and supporting mechanisms represent a part of the company's culture, how issues are handled and how socialization is enforced positively. Company's internal processes, communications and community are a part of the company's culture. Soile Martikainen at her presentation (2019) mentioned that investing in "social capital" (which can also be understood as human capital) creates trust which is a key factor in company commitment and overall company resilience.

These subjects were divided into the three themes; self-efficacy, tools to perform, and company commitment for the purpose of finding out answers to the research questions. Self-efficacy was introduced to be the confidence of the managers and which issues support and develop it and which are possibly negatively affecting it. Tools to perform was meant to be the means the managers view in using and are able to use in performing their tasks. Company commitment, the last theme was meant to be the headline which provides external factors inflicting the managers feeling of being a part of the organization, the company's support, the managers supervisory on the reception managers work, community atmosphere, and the feeling of belonging to the company's future.

The purpose of this thesis research was to find out how are the managers in the reception guarding unit of the case company viewed their job performance and the circumstances to handle it. The managers were asked to mention possible development needs from their manager and employer. Going through the results, it can be stated that the managers are not in a crisis. However, there are signs of unfairness among the tasks and responsibilities divided among the managers. Therefore, the steps on mitigating the pressure felt by the managers could be resolved by the manager in charge of the managers studied, by being more involved in their work management. Regular development discussions, more often than once a year,

could help the understanding on how the managers are coping and is positive development taking affect. If the company itself could emphasize investment in people in its strategy and values, it could have positive effects on people's well-being, commitment and work performance. Revaluating the workload among the managers seems to be the key solution. Furthermore, by doing this, it means that the other needs that the managers expressed are resolved by their manager being more involved. The appreciation towards the workers could be more focused on because the managers would have more time to do so.

8 Recommendations

Investing in people by hiring more people to do managerial work, maybe even having the organization changed so that there are a middle management between the managers who now have client, financial and subordinate responsibilities into focusing only clients and finance and other, new managers to focus on the security guards. The company could provide better tools to work with (training, workspace etc.), because it should be the company's interest in developing the people resulting in developing the entire organization.

Having the understanding of human value in the company strategy. As in the manager survey, respondent number four (4) suggested, this could be an advantage against the competitors, to invest in the workers, security guards. This kind of strategy could be a game changer within the private security industry.

For the ultimate question, are the managers performing adequately? Which is the final answer the company should be focusing on needs further research. This thesis answered how the managers themselves view their competence and circumstances to handle their work. A research studying the subordinates views on how they feel they are being managed could provide more information on the affects of the managers work on the security guards. And finally, a third research studying the clients feedback comparing financial data, the revenue, provides the more business focused answer. All three researches results combined could then possible reveal the actual answer on all three responsibilities performances; clients, subordinates and administrative tasks (financial responsibility), and the question that are the current managers qualified and good at their jobs.

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Illustrations

Caption 1: Captions are written by clicking the “Insert Caption”-button found in the References tab **Virhe. Kirjanmerkkiä ei ole määritetty.**

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Appendixes

Work Satisfaction Survey for Officers

The survey (questionnaire) was provided for this thesis by the case company's HR departments assistant and is a mixed-method survey consisting in both quantitative and qualitative, open answers. The survey was in Finnish which the thesis author has translated into English. The open answers are not grammatically correct because of the purpose to salvage as much as possible of the original answers which neither in Finnish were correctly written. The survey had four (4) categories in which each of them had ten (10) statements. Only the questions relevant to this thesis and its research questions are been studied. The categories were supervisor and management, work and know-how, work community, and well-being at work and work ability. The survey was meant for officers that work in the company's security guarding, security technology, support (financial management, billing, payroll administration, procurement) and other officer departments. In each category the answer scale was from 0-10.

0-2 - strongly disagree / very bad

3-4 - disagree / bad

5-6 - neutral

7-8 - agree / good

9-10 - strongly agree / very good

- Background information
 - Period of service within the company?

▪ 0-2 years
▪ 2-5 years
▪ 5-10 years
▪ Over 10 years

- Type of employment

▪ Permanent
▪ Part-time
▪ Other

- Main job function

▪ Officer (security guarding)
▪ Officer (security technology)
▪ Officer (supporting departments)
▪ Officer (other)

- Supervisory and Management

1. I know what my supervisor is expecting from me.
2. My supervisor meets at least once a year with a development discussion with me.
3. I get enough support from my supervisor.

4. I get enough feedback from my work.
5. How well does co-operation work with supervisors?
6. I know what the company expects from me.
7. I get enough information about the future.
8. I understand how my work is related to the organization's overall goals.
9. I trust my employer.
10. My overall assessment of the Company.

- Work and Know-How

1. In my work community, roles, responsibilities and responsibilities are the same for everyone.
2. I know the goals of my work.
3. I have received enough training.
4. My knowledge meets the demands of the job.
5. I get enough training to support my work.
6. In my work I have opportunities to learn new things and skills.
7. The tools and equipment I use at my work are in good shape.
8. Ergonomics has been taken into consideration in my workplace.
9. Development ideas are welcome at my workplace.
10. New systems support my work.

- Work Community

1. My work community communicates issues openly and honestly.
2. Differences are accepted at my workplace.
3. Things that disrupt work are discussed openly and resolved.
4. At my job asking and giving help to others is normal.
5. I am appreciated at my workplace.
6. I have the courage to express my opinion openly.
7. At my workplace the behavior is businesslike and fair.
8. I have experienced inappropriate behavior in the near future at my workplace.
9. Matters related to work atmosphere are alright.
10. In my opinion, my work community in general is functions well.

- Well-being at Work and Work Ability

1. I am committed to my work.
2. I have recently been thinking about a new job.
3. The job demands are in line with my resources.
4. In my work there are enough factors to support job satisfaction.
5. My work supports my well-being.
6. My work and leisure are in balance with each other.
7. The mental requirements of work are in balance with my resources.
8. Physical demands for work are in balance with my resources.
9. Which score would you currently give about your work ability?
10. I find it nice to come to the workplace.

Background information

Period of service within the company

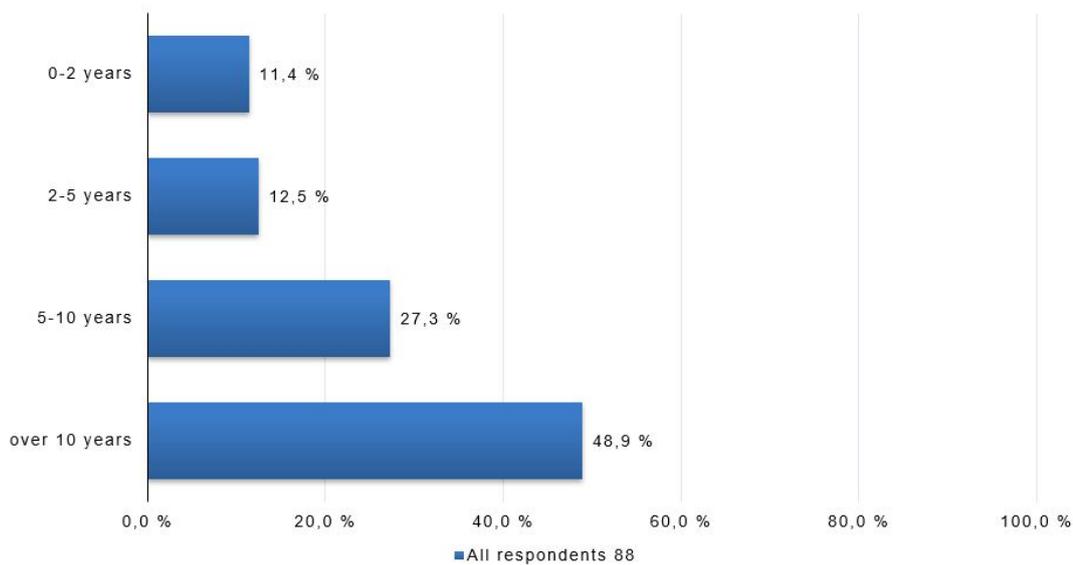


Figure 9: Work satisfaction survey for officers; Period of Service within the company

From Figure 9 can be seen that the majority of respondents have worked for the company for over 10 years. Figure 10 reveals that all the respondents have a permanent employment.

Background information

Type of employment

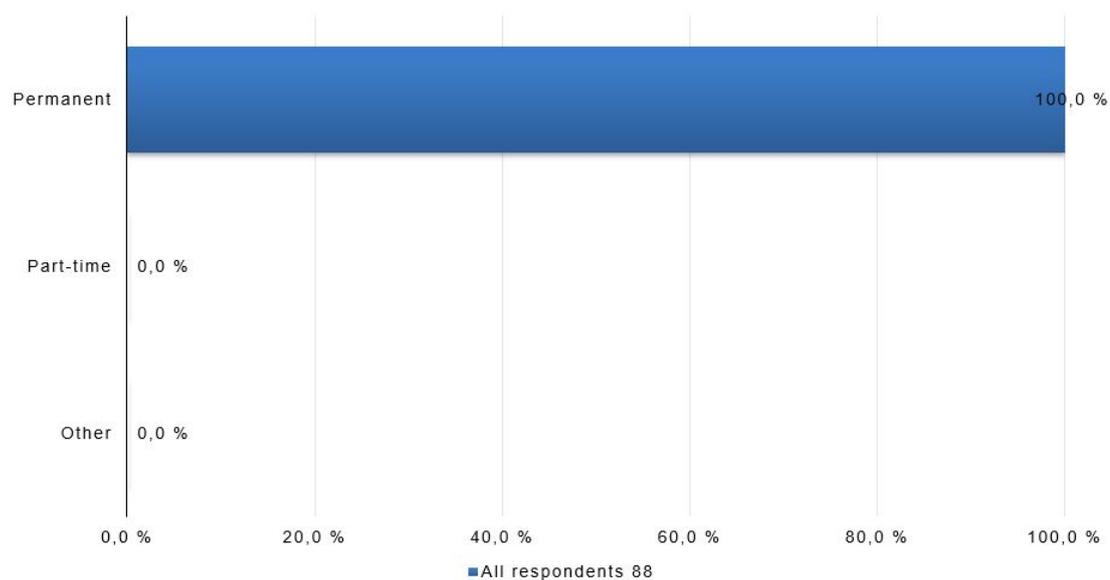


Figure 10: Work satisfaction survey for officers; Type of employment

The last data regarding background information in Figure 11 explains the division between the departments where the respondents work. In the security guarding department works (33 people) most of the company's officers and in other (15 people) and support (13 people) departments the two least amount.

Background information

Main job function

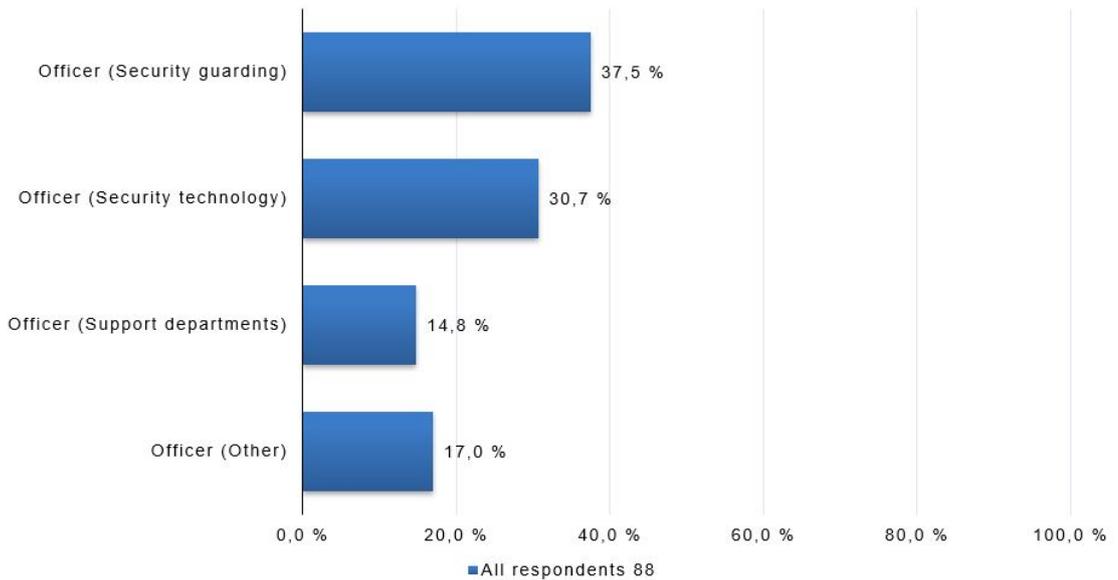


Figure 11: Work satisfaction survey for officers; Main job function

Supervisor and Management

1. I know what my supervisor is expecting from me.

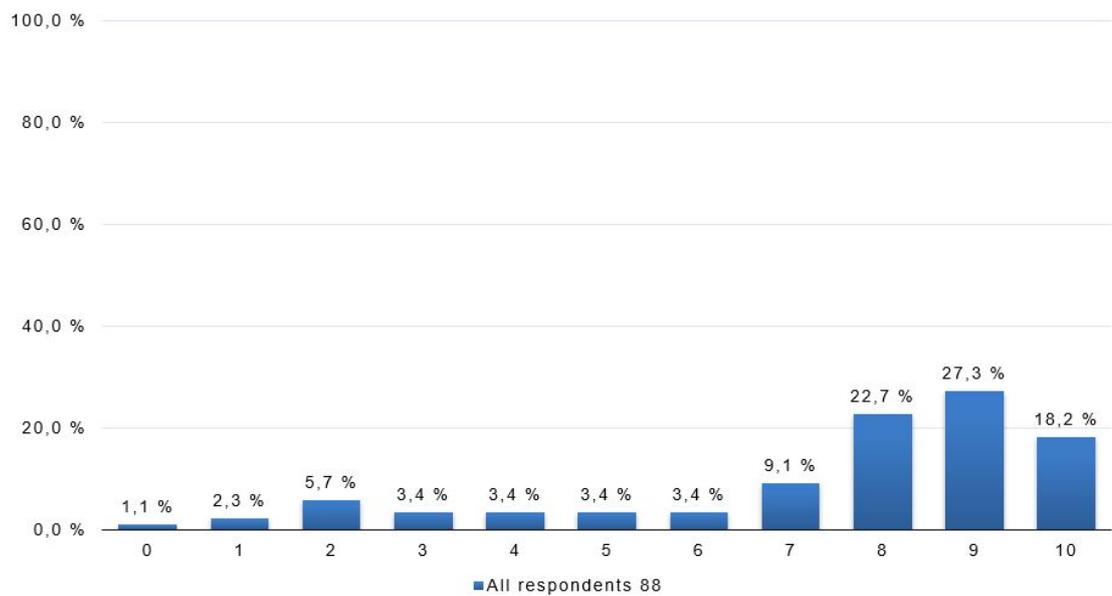


Figure 12: Survey category Supervisor and Management; First statement

As Figure 12 shows, out of 88 respondents, 40 people (45,5%) say they understand fully the expectations from their supervisor and 28 people (28%) are merely agreeing with the statement. The rest of the respondents, 20 people decided to either remain neutral or disagree with this statement. This means that over 22% of the respondents do not feel that they have a supervisor that is very involved with them. Out of 88 people, 20 people gave open answers as well.

Supervisor and Management

2. My supervisor meets at least once a year with a development discussion with me.

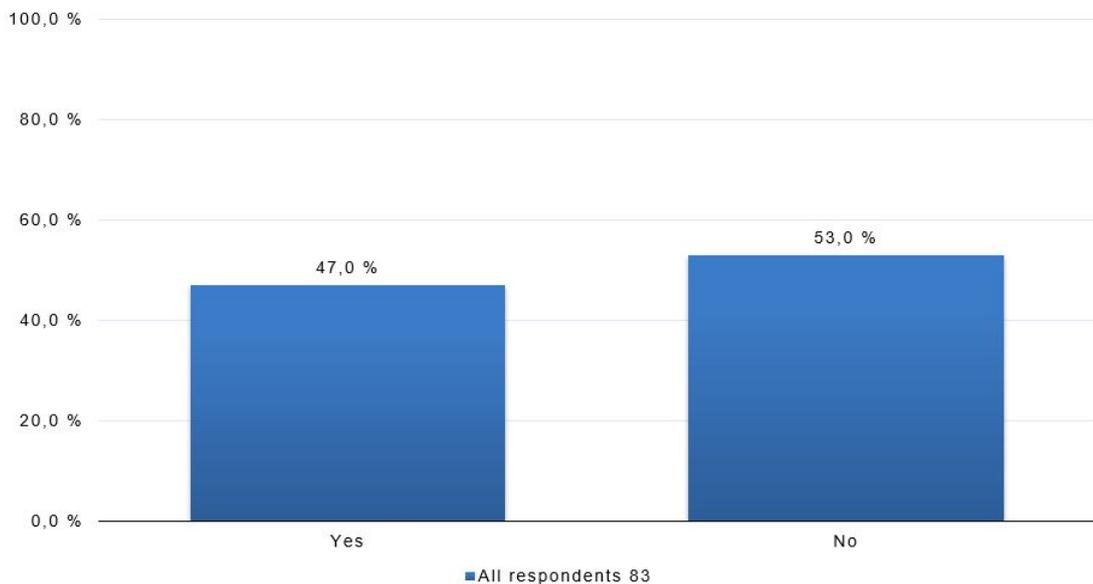


Figure 13: Survey category Supervisor and Management; Second statement

From Figure 13 can be understood that five (5) of the 88 respondents chose not to answer this question. 47 people (53%) from 88 respondents agreed that their supervisor has regularly development discussions and 41 people (47%) disagreed. There were no open answers to this question.

Supervisor and Management

3. I get enough support from my supervisor.

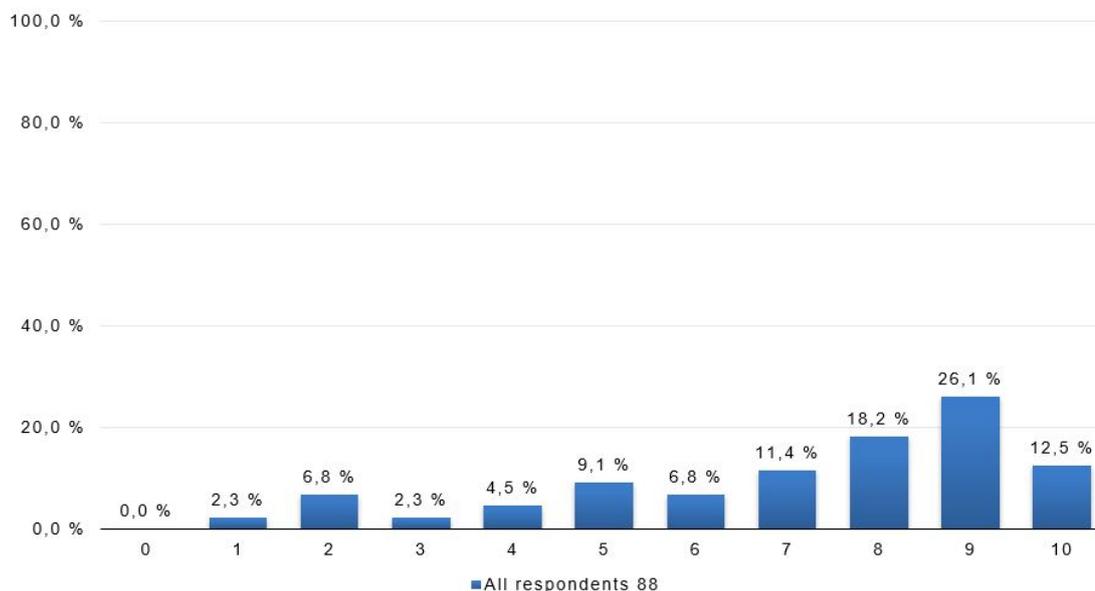


Figure 14: Survey category Supervisor and Management; Third statement

Figure 14 reveals that 34 people (38,6%) out of 88 respondents totally agree that their supervisor provides them enough support. On the other hand, the dispersion is noticeable with the rest of the respondents where the most points are in the area of agree and totally agree having over half (60 people) of the respondents agreeing in this statement.

However, from 28 people (31,8%) 14 people meaning almost half, do not have an opinion in this matter and the rest are disagreeing or totally disagreeing. Out of 88 respondents, 19 people gave open answers to this statement. Some of the open answers had aspects in answering why so many chose to remain neutral in this part. Here are three example open answers:

- I receive support always if I ask for it and receive seldom if I don't ask for it.
- Support is received although it feels that nothing happens when said about the issues. Worries and sorrows are listened to.
- First of all, I am not fairly certain who is my current supervisor. The time when I have asked something related to employment, I have not received any other answers except for "I will look into it".

Supervisor and Management

4. I get enough feedback from my work.

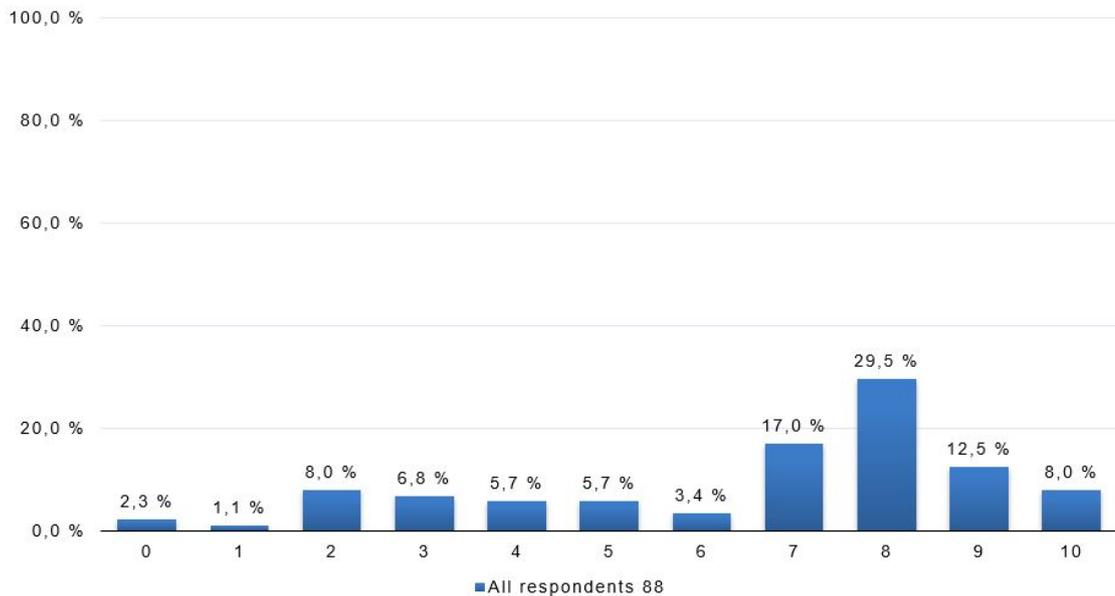


Figure 15: Survey category Supervisor and Management; Fourth statement

From Figure 15, measuring the value of receiving feedback from supervisors, 41 people (46,5%) out of 88 respondents agreed in receiving enough of feedback. 18 people (20,5%) out of 88 respondents were in total agreement with the statement and 8 people (9,1%) did not have an opinion on this matter. On the negative side, 11 people (12,5%) fell to the disagree category and ten (10) people (11,4%) ended up totally disagreeing in the statement. 18 people out of 88 respondents answered with open answers. As it can be understood, we all have our own understanding on how much is enough, therefore this statement can't be exactly interpreted. This meaning that if the company for example would have a policy that each week the supervisors need to give feedback to their subordinates, this would be easily examined as; has it been so, has it been enough, and has it been helpful.

Supervisor and Management

6. I know what the company expects from me.

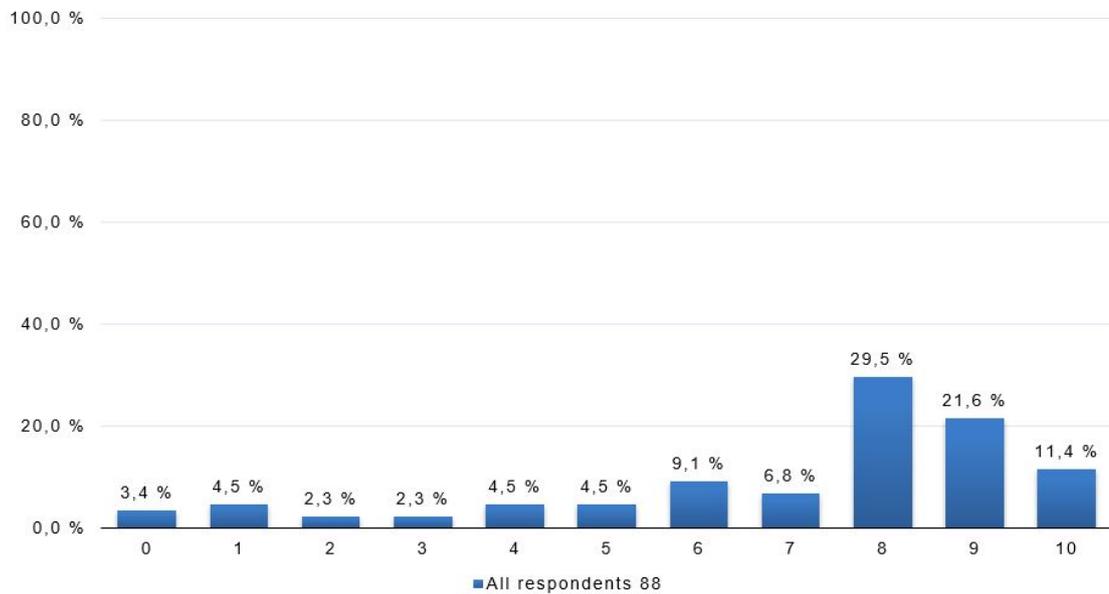


Figure 16: Survey category Supervisor and Management; Sixth statement

Figure 16 informs that 29 people (33%) from 88 respondents are in total agreement of understanding the company's expectations of them. 32 (36,3%) people are in agreeing to this statement and 12 people (13,6%) do not provide an actual opinion in this subject. On the negative side, six (6) people (6,8%) out of 88 people disagree on having trouble in understanding the expectations from the company and nine (9) people (10,2%) are in total disagreement with the statement. The amount of open answers for this statement is 11 out of 88 respondents.

Supervisor and Management

7. I get enough information about the future.

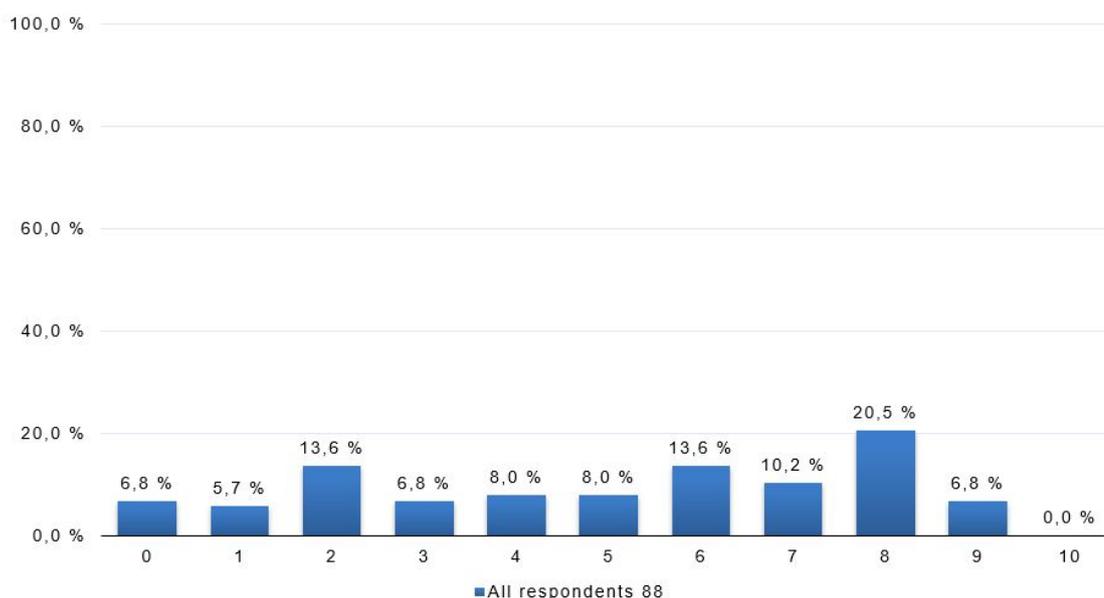


Figure 17: Survey category Supervisor and Management; Seventh statement

With this statement (Figure 17) the answers were more on the negative side. Although, 27 people (30,7%) out of 88 respondents agreed with the statement concerning information regarding future 23 people (26,1%) were in total disagreement with this subject. The amount of people who were in total agreement with the statement were six (6) people (6,8%) and the amount of people who chose to answer neutrally were 19 people (21,6%). The amount of disagreeing in this matter were 13 people (14,8%) out of 88 respondents. There were 27 open answers in this statement in total and below are three sample answers:

- What is meant by this question? My future, the company's future, units?
- Maybe about nationwide issues could be informed in a comprehensive way and why some things are done. As an example, selling some of the business parts to another company which definitely brought some confusion and left questions which were not answered.
- About future issues the information is lacking. There is a lot to develop and clarify in order to make the development positive.

Supervisor and Management

8. I understand how my work is related to the organization's overall goals.

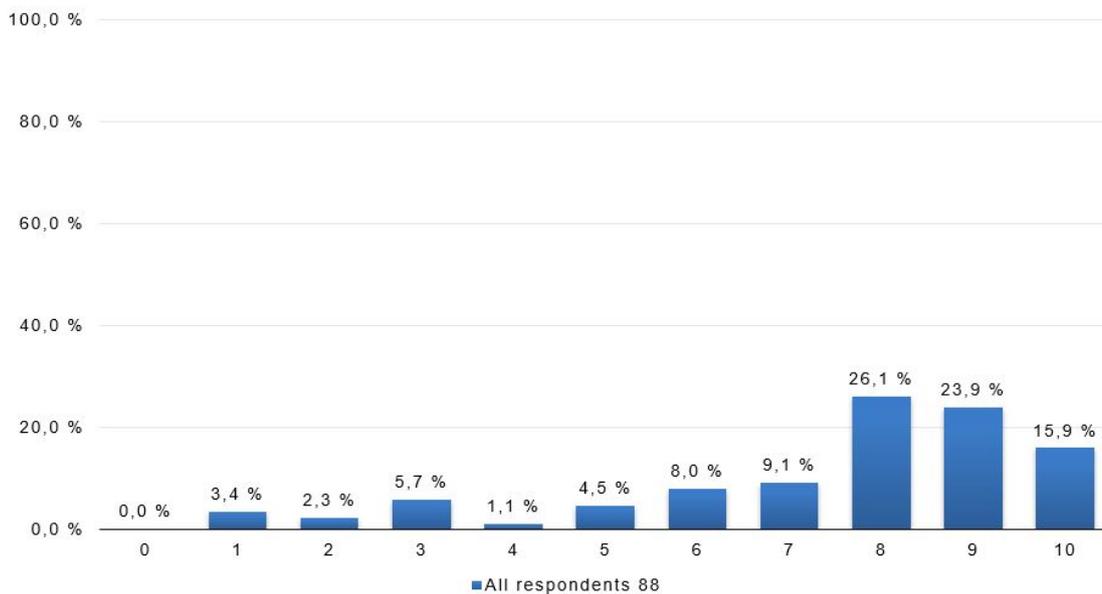


Figure 18: Survey category Supervisor and Management; Eight statement

On statement regarding the importance of one's work in the company's goal is explained in Figure 18. 35 people (39,8%) out of 88 respondents are in total agreement on understanding their work efforts in the larger picture. 31 people (35,2%) are also agreeing and 11 people (12,5) are not giving an opinion on one way or another. Six (6) people (6,8%) are disagreeing and five (5) people (5,7%) are totally disagreeing in this statement. The amount of open answers given regarding this statement was 9. Statement six (6) in Figure 10 asked the opinion on how the officers feel the company is expecting from them. This statement is very similar as to statement eight (8) here which is also supported by the fact that the answering is similar in both scoring and with the amount of open answers (10 were in statement six and nine in this statement eight).

Supervisor and Management

9. I trust my employer.

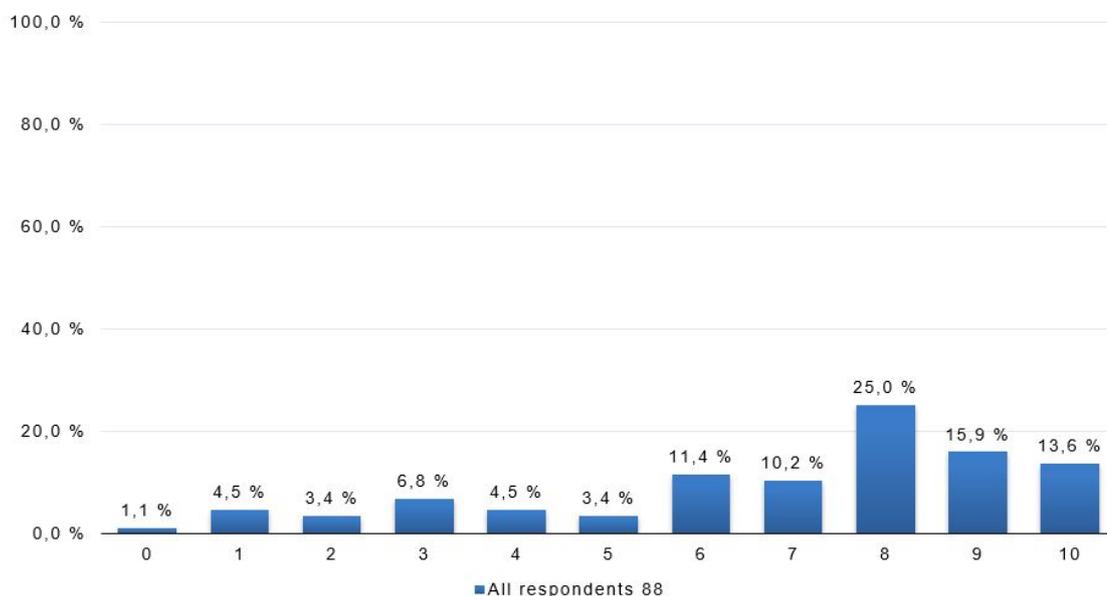


Figure 19: Survey category Supervisor and Management; Ninth statement

On the last statement (Figure 19) concerning Supervisor and Management, 31 people (35,2%) out of 88 respondents agree in trusting their employer. 26 people (29,5%) are totally agreeing and 13 people (14,8%) are remaining neutral in this matter. Ten (10) people (11,3%) are disagreeing and eight (8) people (9%) are totally disagreeing on trusting their employer. The amount of open answers was 13 in this statement.

Work and Know-how

2. I know the goals of my work.

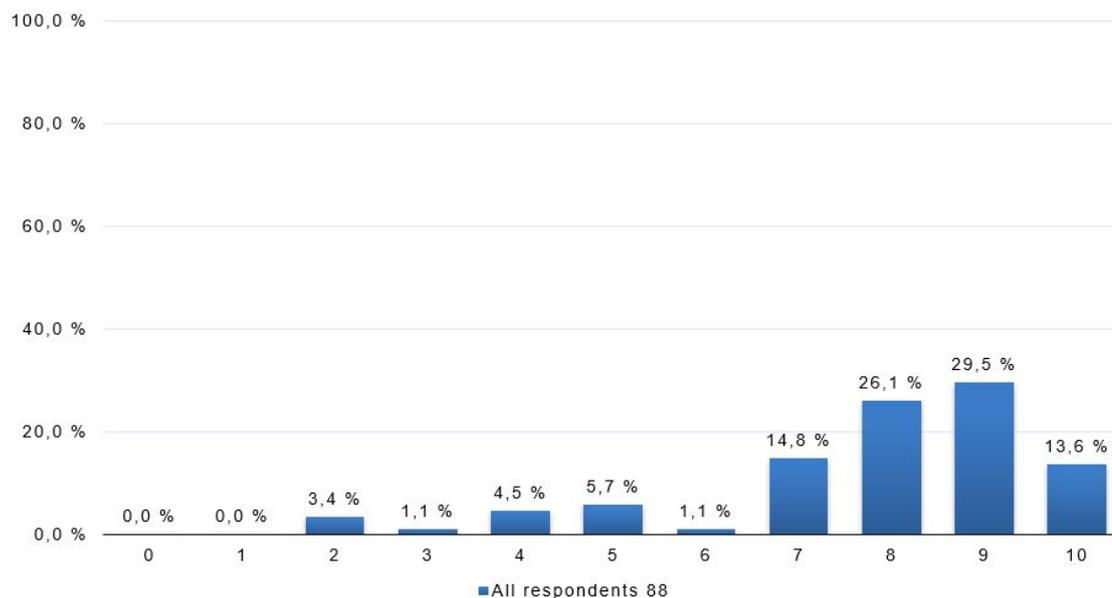


Figure 20: Survey category Work and Know-how; Second statement

Figure 20 reveals the answers regarding understanding one's work goals. 38 people (43,1%) out of 88 respondents are totally agreeing in understanding their work goals. 36 people (40,9%) people agree and six (6) people (6,8%) answered by neither agreeing nor disagreeing in this matter. Five (5) people (5,6%) disagreed by not understanding the work goals and three (3) people (3,4%) totally disagreed in knowing their work goals. The amount of open answers was 6. Example open answers:

“At least I think I know”

“Objectives set by the company are not clear.”

“Because of my professionalism I know the goals of my work. From my manager I don't get that information.”

Work and Know-how

4. My knowledge meets the demands of the job.

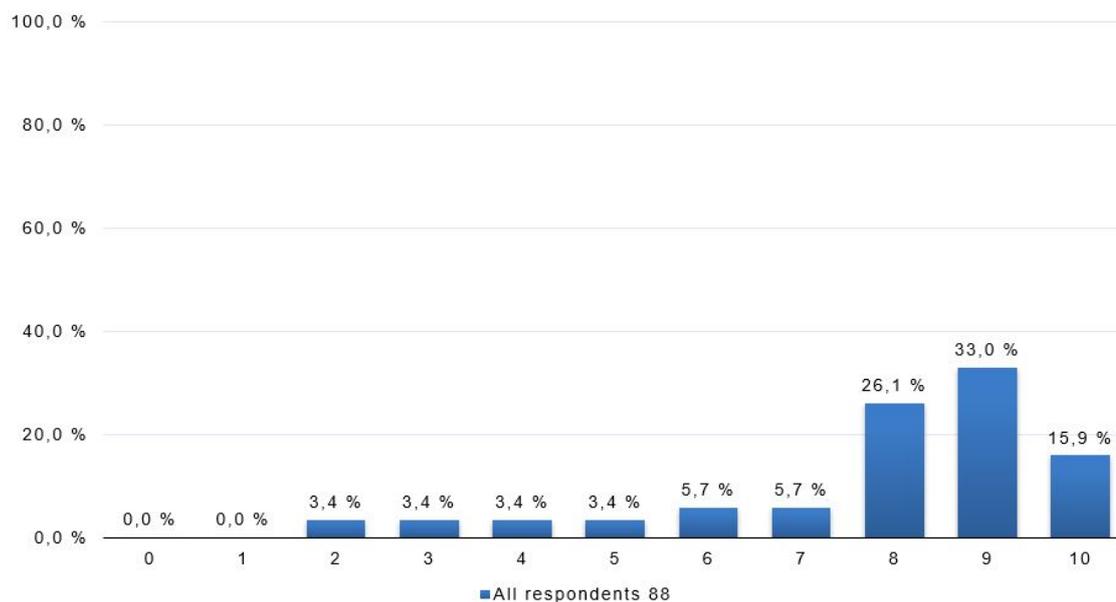


Figure 21: Survey category Work and Know-how; Fourth statement

The statement measuring the understanding of one's own estimate on their knowledge required for their work. Figure 21 shows that 43 people (48,9%) out of 88 respondents are totally agreeing that their competences are enough for their jobs. 28 people (31,8%) agree in this statement and eight (8) people (9,1%) are remaining neutral. Six people (6,8%) disagree and three (3) people (3,4%) totally disagree in having required knowledge to perform their work. The amount of open answers given in this statement is 11.

Work and Know-how

5. I get enough training to support my work.

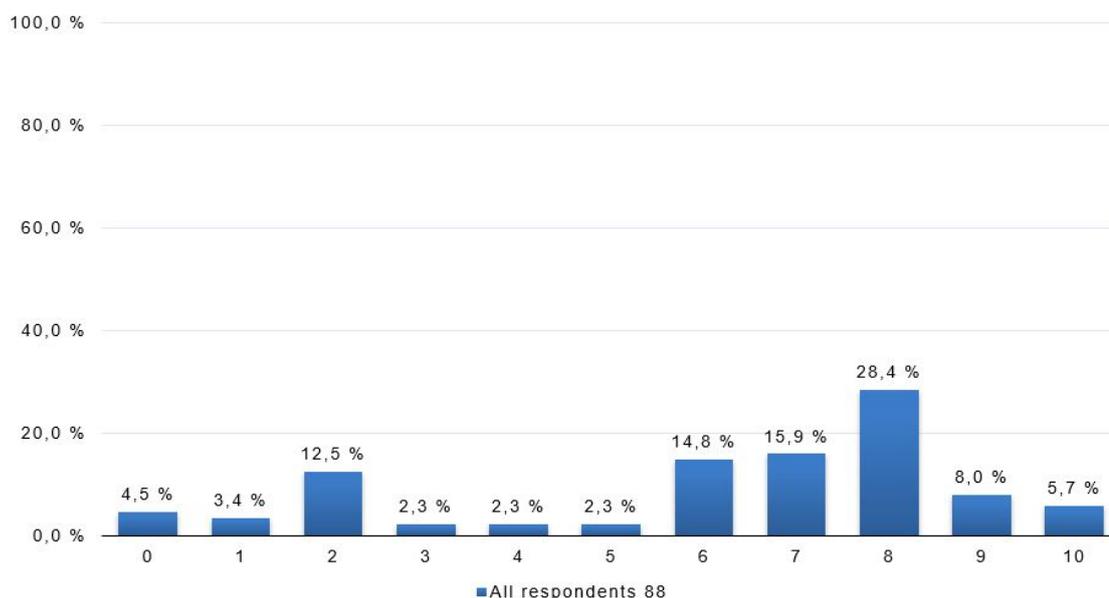


Figure 22: Survey category Work and Know-how; Fifth statement

Half way through this category on the fifth statement Figure 22 reveals the answers concerning company training for officers. While 39 people (44,3%) out of 88 respondents are agreeing in receiving enough supportive training, 12 people (13,7%) only are totally agreeing and 15 people (17,1%) chose not to answer in neither agreeing nor disagreeing in this matter. Four (4) people (4,6%) are disagreeing and 18 people (20,4%) are in total disagreement in this subject. The amount of open answers relating to this statement is 17. The example open answers are:

“Training would be nice, but I feel enough over-burdened even without it.”

“I do not think so! There is really little training and, if so, their contents do not seem to serve purpose.”

“I wouldn’t have unless I wouldn’t acquire it myself.”

Work and Know-how

6. In my work I have opportunities to learn new things and skills.

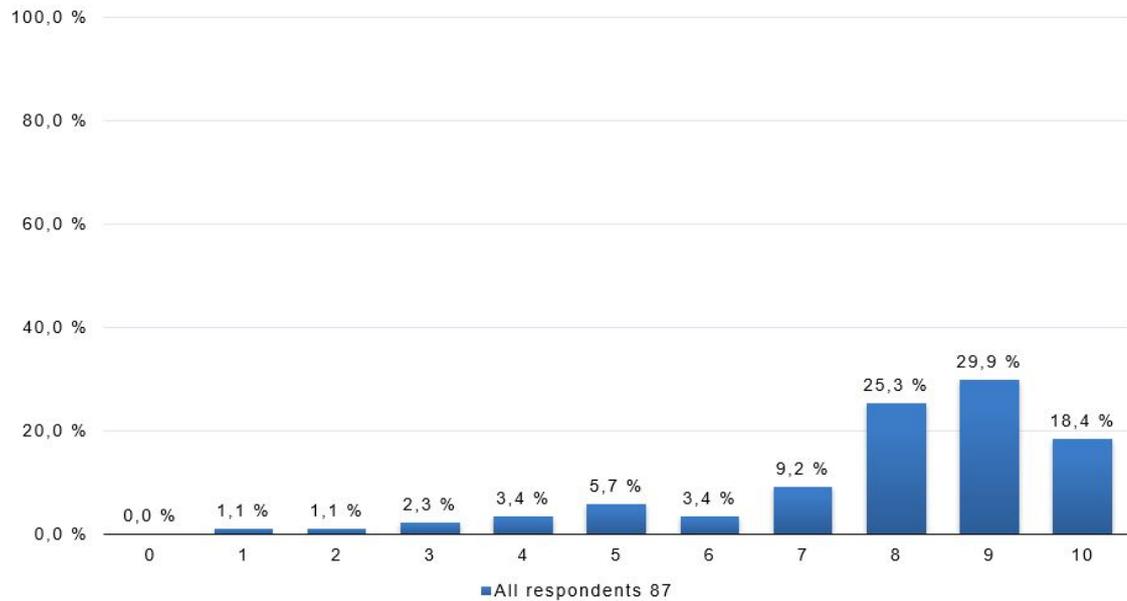


Figure 23: Survey category Work and Know-how; Sixth statement

In Figure 23 we see the results regarding the statement the possibilities for the officers to acquire new skills and gain experience. Bear in mind that with this statement there were 87 respondents instead of 88. With the total number of 42 people (48,3%) out of 87 respondents totally agreed to this statement and 30 people (34,5%) agreed with it. Eight people (9,1%) did not provide an opinion in this matter and five (5) people (5,7%) disagreed and two (2) people (2,2%) totally disagreed with the statement. The amount of open answers in this Survey part was 10.

Work and Know-how

7. The tools and equipment I use at my work are in good shape.

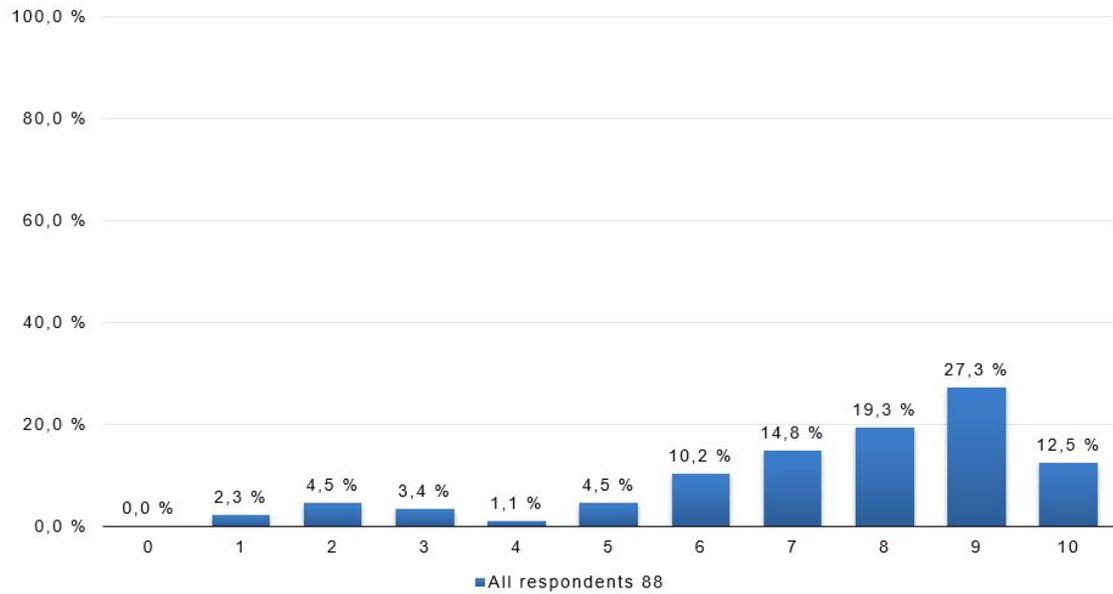


Figure 24: Survey category Work and Know-how; Seventh statement

The third last statement on the second Survey category regarding the issue of tools used at work by the officers' states in Figure 24 as follows. The amount of totally agreeing in having functionable tools are 35 people (39,8%) out of 88 respondents. 30 people (34,1%) agreed on the statement and 13 people (14,7%) answered neither by agreeing nor disagreeing. Four (4) people (4,5%) disagreed and six (6) people (6,8%) totally disagreed in having sufficient tools to work with. The amount of open answers in this section is 16.

The next results will be regarding the third Survey category, Work Community.

Work Community

3. Things that disrupt work are discussed openly and resolved.

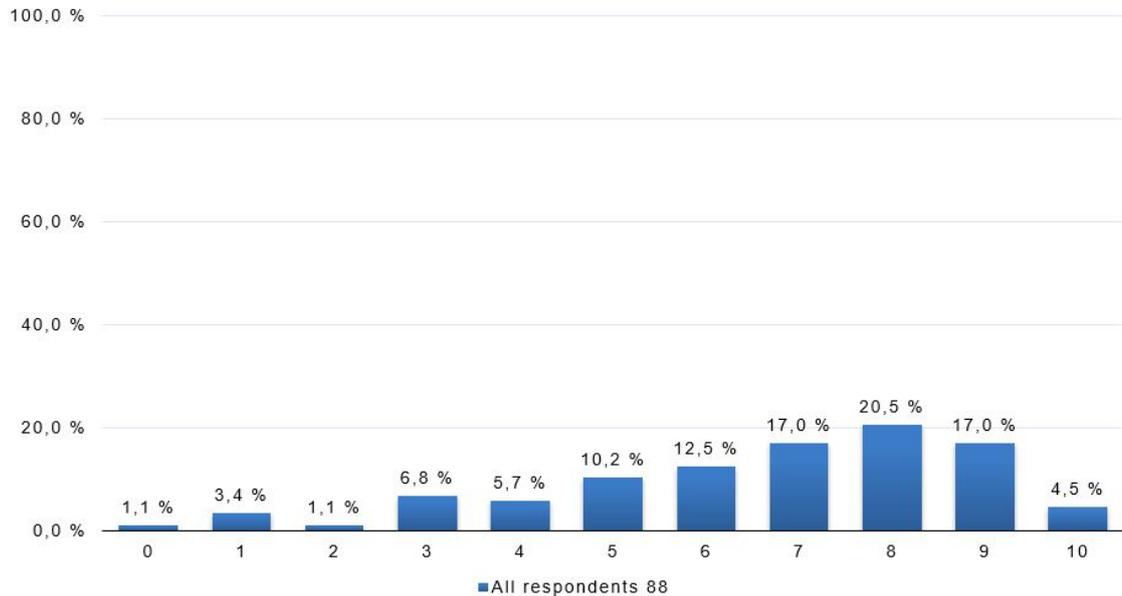


Figure 25: Survey category Work Community; Third statement

From Figure 25 can be seen the third statement results regarding category Work Community by finding out opinions on disorder issue resolving within the workplace. The amount of people totally agreeing on openness and capability on facing such issues is 19 (21,5%) out of 88 respondents. The amount of people who agree with the sentence is 33 (37,5%) and who chose to remain neutral on this matter is 20 people (22,7%). Eleven people (12,5%) disagreed and five (5) people (5,6%) totally disagreed with the statement. The amount of open questions to shed light in the responses is 5.

Work Community

10. In my opinion, my work community in general is functions well.

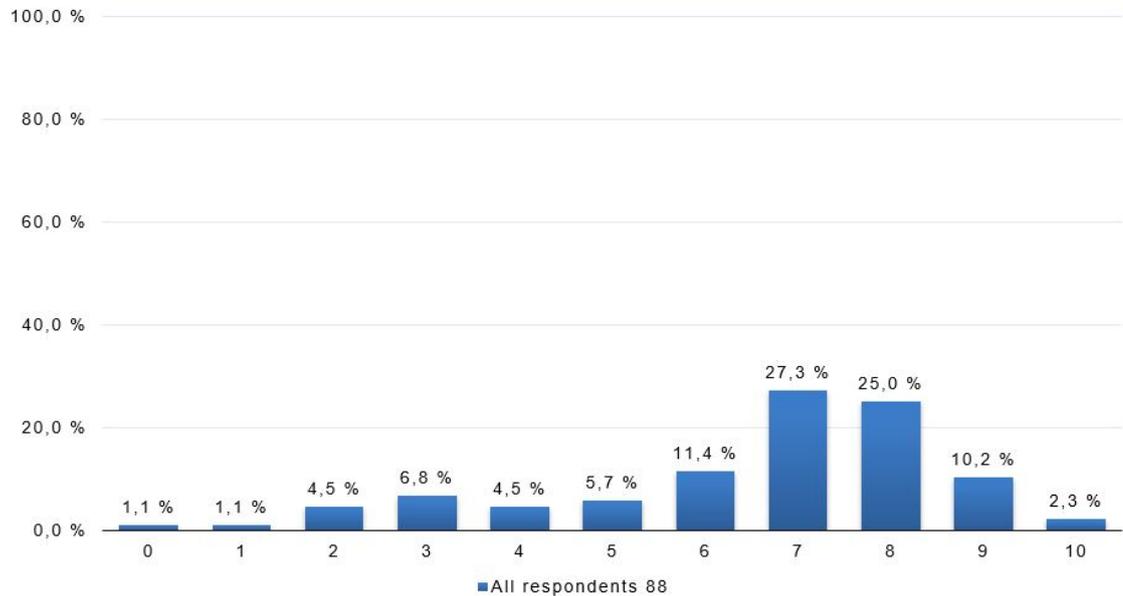


Figure 26: Survey category Work Community; Tenth statement

The last statement of the second last category of the Survey measures the opinions regarding the officers' view on the work community's overall feeling. From Figure 26 can be seen that 11 people (12,5%) out of 88 respondents totally agreed on having a functioning work community. 46 people (52,3%) agreed and 15 people (17,1%) chose to be neutral with this statement. Ten (10) people (11,3%) disagreed and six (6) people (6,7%) totally disagreed on having a good atmosphere at work. The amount of open answers to bring more information on this section is 17.

The following category Well-being at work and work ability is the final category and concludes the survey conducted for the officers of the studied company.

Well-being at work and work ability

1. I am committed to my work.

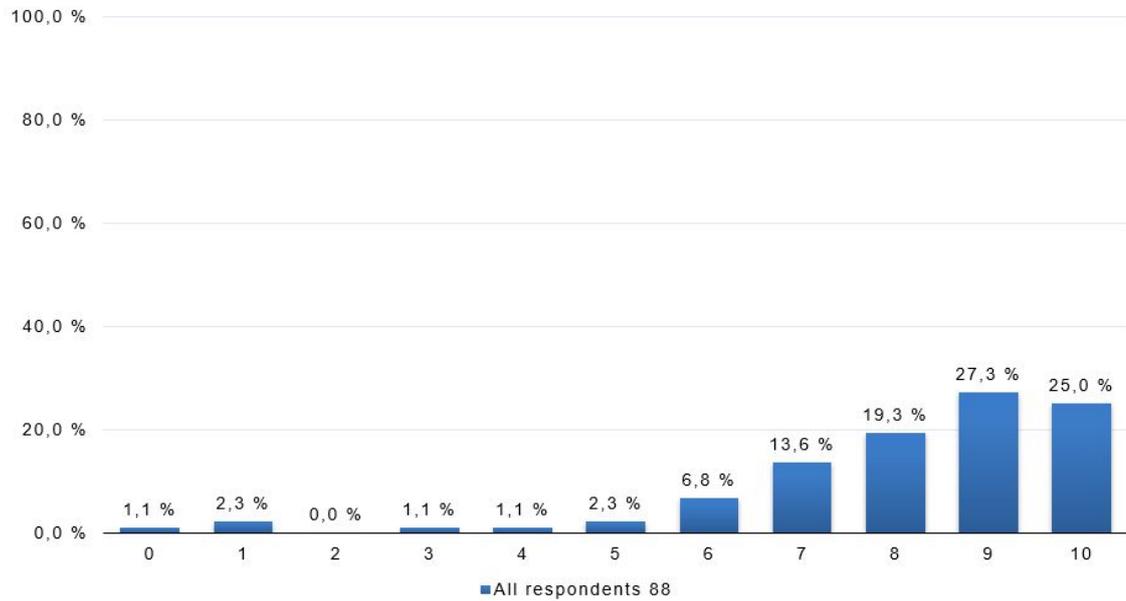


Figure 27: Survey category Well-being at work and work ability; First statement

The Figure 27 above shows the results for the statement *I am committed to my work*. 46 people (52,3%) out of 88 respondents totally agree in being fully committed to their work. 29 people (32,9%) are agreeing in the statement. Eight (8) people (9,1%) did not provide neither negative nor positive score. Two (2) people (2,2%) disagreed and three (3) people (3,4%) totally disagreed in being committed to their work. Open answers to provide additional information in this part was 11.

Well-being at work and work ability

3. The job demands are in line with my resources.

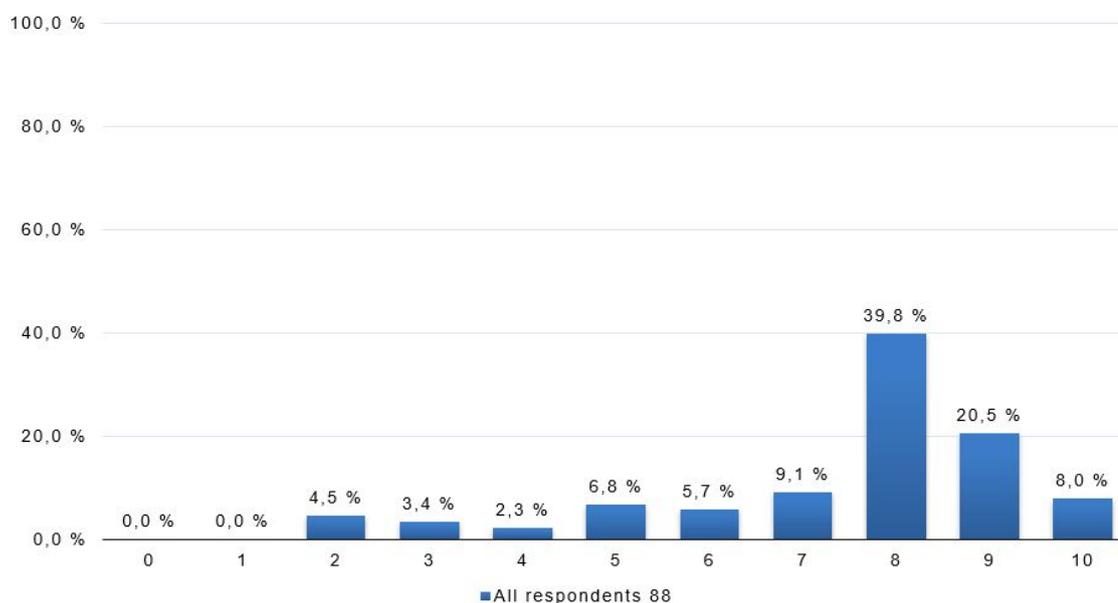


Figure 28: Survey category Well-being at work and work ability; Third statement

Statement about the officer's resources being enough for their work (Figure 28) reveals such. 25 people (28,5%) out of 88 respondents were totally agreeing with the statement. 43 people (48,9%) agreed with it and 11 people (12,5%) were neutral about the subject. Five (5) people (5,7%) disagreed and four (4) people (4,5%) totally disagreed in having their resources in lined with their job requirements. The amount of open answers to present additional information is 15.

Well-being at work and work ability

4. In my work there are enough factors to support job satisfaction.

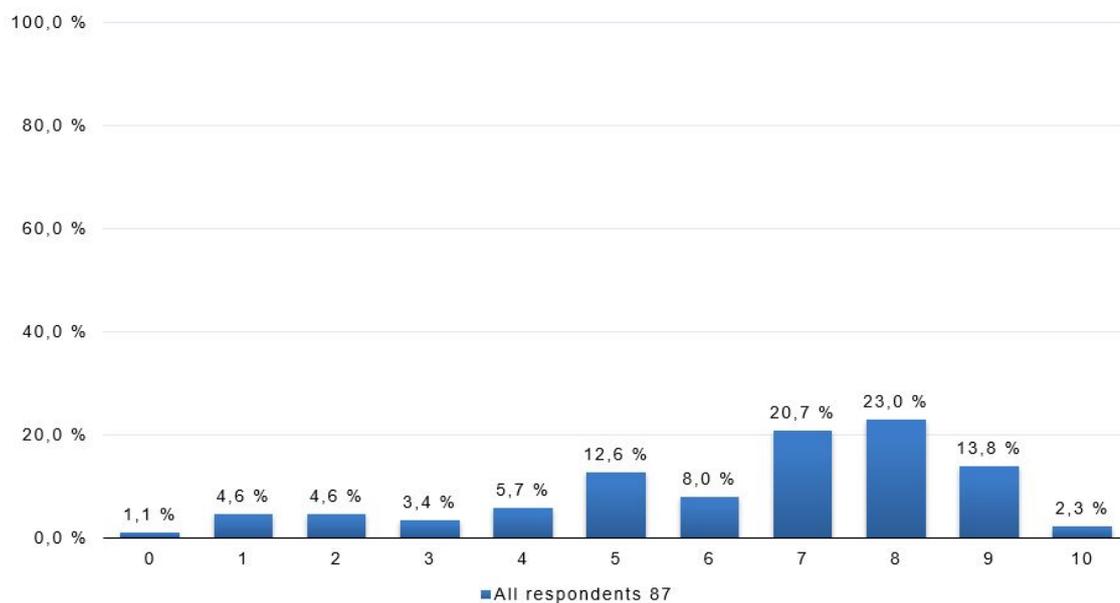


Figure 29: Survey category Well-being at work and work ability; Fourth statement

Figure 29 reveals scoring from the statement requiring from the elements supporting the job satisfaction at their work. 14 people (16,1%) out of 87 respondents totally agreed with the statement and 38 people (43,7%) agreed with it. 18 people (20,6%) were neutral with this subject and eight (8) people (9,1%) disagreed and nine (9) people (10,3%) totally disagreed with the statement. Open answers in this part were 10 in total. The example open answers are:

“At the moment I do not really come up with of anything that would support job satisfaction. It's nice that pay is paid on time.”

“Even the small rewards and well-being issues which existed with the previous company have been taken away.”

“In practice, the closest co-workers are the only thing.”

Well-being at work and work ability

5. My work supports my well-being.

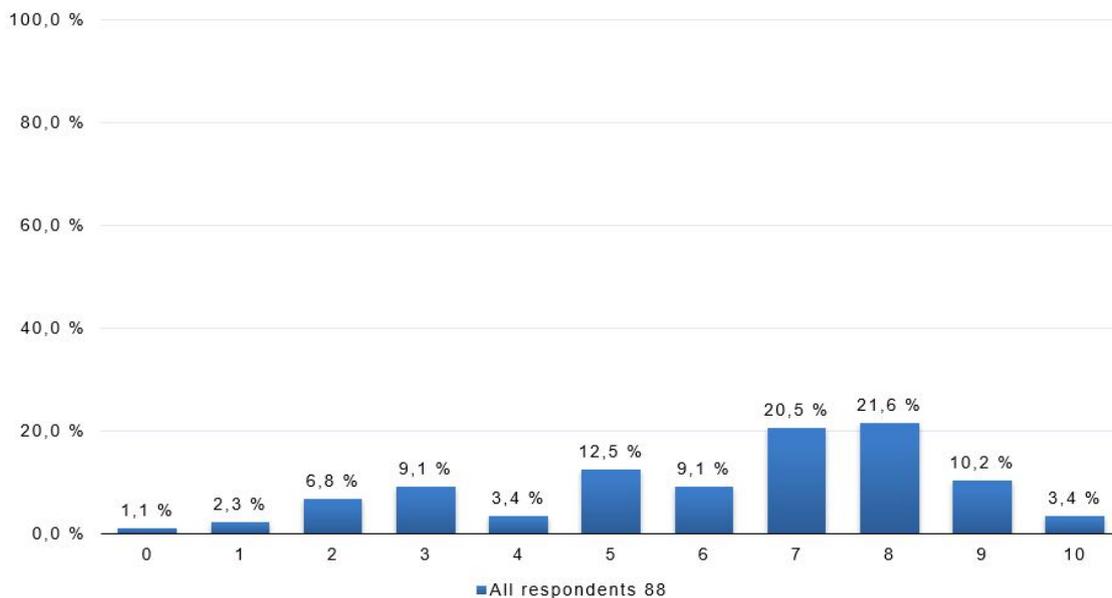


Figure 30: Survey category Well-being at work and work ability; Fifth statement

Half way through the last Survey category inquires information about the officers' work in terms of supporting their well-being. Figure 30 demonstrates that 12 people (13,6%) out of 88 respondents are totally agreeing that their work does support their well-being. 37 people (42,1%) agreed with the statement and 19 people (21,6%) chose to stay neutral in this subject. 11 people (12,5%) disagreed and nine (9) people (10,2%) totally disagreed on having well-being supportive work. The amount of open answers in this section is 11.

Well-being at work and work ability

6. My work and leisure are in balance with each other.

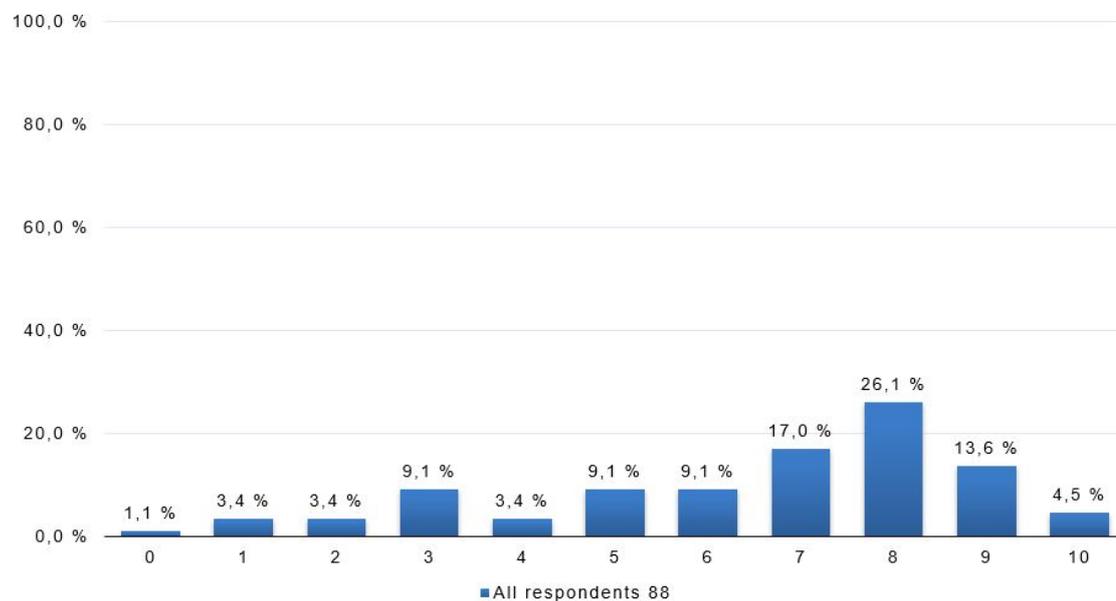


Figure 31: Survey category Well-being at work and work ability; Sixth statement

Figure 31 provides the results about the work and leisure time balance among the officers. 16 people (18,1%) out of 88 respondents are totally agreeing that the two elements are in balance with each other. 38 people (43,1%) are agreeing with the statement and 16 people (18,2%) are choosing to remain neutral with this statement. 11 people (12,5%) disagreed with the statement and seven (7) people (7,9%) were totally disagreeing. The amount of open answers is 17 to provide additional information.

Well-being at work and work ability

9. Which score would you currently give about your work ability.

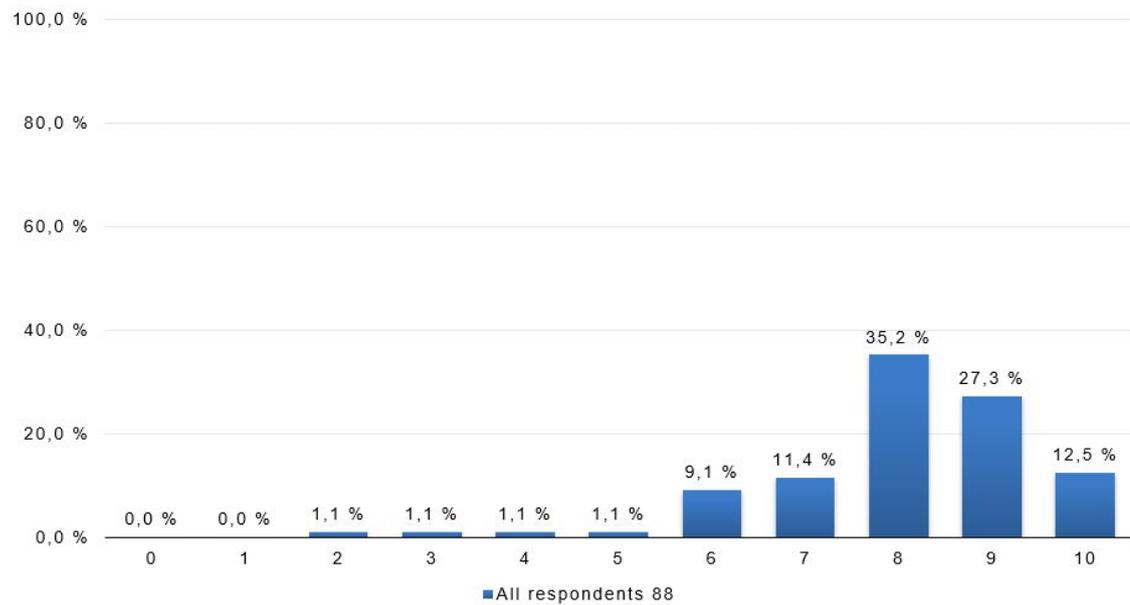


Figure 32: Survey category Well-being at work and work ability; Ninth statement

The second last statement requiring scoring on the officers' work ability is shown in Figure 32. 35 people (39,8%) out of 88 respondents gave very good scoring on their condition. 41 people (46,6%) gave good and nine (9) people (10,2%) provided neutral scoring. Two (2) people (2,2%) thought that their work ability is bad and one (1) person thinks it is very bad. Open answers to provide explanations on the scoring is 8.

Reception Guarding Superiors Survey

This is the layout of the survey which was done with SurveyMonkey service. The first two questions had a box where to fill the number(s).

The answer options with the questions three (3) to eight (8) are:

- Yes, why
- No, why
- I don't know, why

And questions nine (9) and ten (10) were purely open questions.

1. The number of subordinates (monthly and part-time workers combined).
2. The number of clients.
3. Does the workload match your own resources (workload control)?
4. Do you know your own tasks and responsibilities?
5. Do you have enough time to do managerial work?
Do your current tasks match your skills?
6. Do you get to exploit your knowledge and skills in your work as you wish to?
7. Do you receive enough support for your work (manager, colleagues, HR etc.)
8. What would you like to be improved by your manager?
9. What would you like to be improved by your employer?