

OCCUPATIONAL SAFETY AND HEALTH

Case: Norstat Finland Oy

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Abstract

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Title of publication Occupational safety and health Case: Norstat Finland Oy		
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Abstract <p>This thesis was recommended to the author by the case company Norstat Finland Oy. They hoped for recommendations for their occupational safety and health.</p> <p>The topic of occupational safety and health is covered extensively along with the responsibilities of employers and employees with occupational safety and health</p> <p>Main way of finding out such issues came from the personal interviews along with data collection methods by the author.</p> <p>The recommendations given by the author included to create a quiet room in the offices for use during breaks along with instructions for exercises that employees could do on their chairs.</p>		
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1 INTRODUCTION

1.1 Background of the Thesis

For the author of this thesis the idea began due to their practical training at Norstat Finland Oy. After all they got the suggestion from Norstat for doing the thesis on occupational safety and health or in short OSH for Norstat Finland Oy. OSH is basically about the safety and health of employees. However personally the author was pleased about the subject idea and that it was given to them since it aligns rather nicely with their own interests in business ethics and other moral matters and because it is involved in OSH making the subject of more interest to them personally. In general, this thesis is useful for people who wish to know more about OSH along with being useful also for OSH of Norstat Finland Oy.

1.2 Norstat Finland Oy

Norstat Finland Oy, or as it is generally called Norstat, is part of Norstat Group which has branches in many countries especially in the Nordic countries. It's headquarters however are in Oslo in Norway. Norstat was established in Finland in 2000, where it currently is located in Pori and Helsinki. It is a marketing research company specializing in data collection. Many of the employees are doing a job as phone interviewers. (Tutkimushaastattelijakoulutus 2019.)

Norstat places a lot of importance on continuous improvement. For them it is important to meet and surpass their client's expectations. They hope to accomplish this by offering high quality data collection, building and maintaining high quality panels, delivering in accordance with client's specifications while also being on time and while also being the most solution oriented and service minded supplier in the industry. For living up to these expectations they must listen to their customers, develop and maintain a competent and flexible organization. They are also dedicating themselves to continuously improving their work processes, communication and systems and choosing measurable quality objectives that support the quality manual and enable them to become a better supplier. (Belsvik 2018.)

Their clients range from market research companies to media-, advertisement-, communication-, and consulting firms along with the public sector like the government. The research data is used for improving the reliability of the decision-making processes and effectiveness while minimizing risks and surveying the market and perceiving new opportunities. And when it comes to research reliability the cornerstones include how the ques-

tions are placed, determining the target group and having enough people answering the research. (Tutkimushaastattelijakoulutus 2019.)

1.3 Thesis Objectives, Research Questions and Limitations

The main goal of this thesis is to study the field of occupational safety and health or OSH and to use that knowledge to help Norstat with their OSH. Norstat hopes that this thesis will give recommendations for making the OSH better. They also hope it will be useful in checking if their OSH has any mistakes or unnoticed issues to fix along with a general evaluation of their OSH. Subsequently in the end these goals will be realized through this thesis.

The main research question is:

- What can be recommended to Norstat regarding their OSH?

Along with this research question, the following sub-questions are:

- What OSH related issues does Norstat have?
- Why should Norstat or any other organization improve their OSH?
- How is OSH in Norstat?
- Definition of OSH?

The limitations of this thesis include the focus being on Norstat Finland Oy located in Pori. Besides this for more OSH focused limitations would be that the focus will be focusing on Finland, whether it is related to the situation in Finland, OSH history in Finland or the laws of Finland related to OSH rather than other countries. Also for the risks and hazards of OSH the focus will be on ones specifically related to office jobs, such as physical and mental issues from long hours in the office in front of a computer screen such as discrimination, bullying, repetitive stress injuries, lack of exercise and occupational accidents. Hazards such as toxic substances, heavy machinery or workplace violence will be at most mentioned in the thesis due to not being relevant to OSH related to office jobs and as such not being relevant to Norstat OSH.

2 OCCUPATIONAL SAFETY AND HEALTH

2.1 Defining OSH

In this chapter the focus will primarily be on occupational safety and health. The main topics will include what OSH is and the reasons for its necessity. Besides that, it will also be about physical and mental hazards. Otherwise it is also about the OSH related responsibilities of both the employer along with the employee. With hazards the focus will mainly be on mental ones and physical ones. For example, for mental ones about stress and discrimination. As for physical ones – that can cause bodily harm – the focus would be on occupational accidents and illnesses, such as ones caused by long office hours such as eye strain and repetitive stress injuries.

OSH is in short thinking of and preventing all kinds of hazards and risks at the workplace for the safety and health of the employees (Correll 2018). With OSH the goal is to minimize losses through aiding in preservation and protection of human and other physical assets in the workplace. It is far reaching when it comes to both scope and practice. Primarily it involves monitoring and advising employers or management on best ways to manage – prevent or minimize – losses. Management has the final responsibility considering they are held accountable for workplace behaviors. (Friend & Kohn 2014, 9.)

Management can be held accountable by stockholders, owners or occupational safety and health administration. Besides those they can be help responsible by the courts and by public opinion. (Friend & Kohn 2014, 9.). Workplace that is the actual office or factory or whatever it is that is considered your workplace is not the only thing counted as a workplace, but it is also when you are on your way to or from work and when you are doing something work related such as a business trips or tasks your bosses have asked you to do. (Occupational accidents 2018.)

An important part of OSH is risk prevention, which is also an important tool of OSH. Prevention includes checking for example the workspace, equipment and methods. Methods of preventing risks when compared to methods used afterwards are more useful. After all proper planning creates not only solutions that are more productive but ones that are also cheaper. (Saloheimo 2016, 96.)

In Finland OSH is seen to cover not only workplace safety and health but also terms of employment, mental well-being along with management and organizations capabilities to function, be productive and co-determination. The primary responsibility for improving

workplace conditions lies with the workplace. (Occupational Safety and health in Finland 2016.)

It is also worth noting that In Finland there is a lot of legislation used to guarantee at least a minimum standard of living. This is accomplished through legislation, agreements and employment terms that include rules and regulations concerning minimum wage, working hours – along with regulating them so that people will not work too much – overtime and annual holidays. (Correll 2018.)

The starting point for preventing OSH related risks is risk assessment. It is not only an employer's moral duty to assess risks but also a legal one. It is of vital importance to determine these risks and their severity along with determining the possibilities of them actually happening. In risk assessment it is important to take notice also of cases of near misses (explain it). Besides these there are also other matters that should be taken into consideration at the workplace such as working conditions, occupational accidents and occupational illnesses. Besides considering the workplace the employee themselves should also be considered for example their age, gender and expertise along with other personal characteristics. (Safe working environment 2019.)

Risk assessment is used to discover the best ways to implement OSH and improve it. Of course, it is also about how to implement it and how to do it. For example, a good starting point would be to start with what could be improved upon immediately. After that it would depend on the urgency of the issue. (Safe working environment 2019.)

2.2 Why is OSH necessary

The necessity of OSH involves the maintenance of good working conditions and ensuring the protection of the employees for example, from health issues and accidents. There are many reasons for it being necessary. (Oak 2019.) OSH is also necessary for moral reasons. After all, not all companies value human life above other priorities like goals, productivity and profits. Productivity and profits can exclude safety and health of employees. Companies can see injuries and illnesses as just another part of the job. However, the losses brought by these can be costlier than utilizing OSH. So following OSH can be done for many reasons such as financial, ethical and legal ones. It is also part of OSH professionals job to convince management – based on sound business practices after all companies need profit in order to exist – to utilize OSH and convince them to not leave OSH as a low priority. Safety and profitability is what OSH professionals are aiming for. (Friend & Kohn 2014, 9.)

OSH is necessary for example considering the long work hours. Work is where employees show their abilities, spend time and effort at and hope to feel healthy and safe. It is also not only important for employees but also their families and other people who depend on the employees. It is beneficial to keep them motivated and to have a positive workplace. (Oak 2019.)

These reasons include what would happen without OSH. There are all kinds of costs, for example the government would be required to offer compensation, social security and medical treatment and the employer's organization would also have to offer compensation along with losing trust from both employees and customers alike. There are also morals and responsibilities to consider for the employer. (Oak 2019.)

Physical hazards

Physical hazards include illnesses such as the common cold and injuries caused for example by accidents at the workplace. Other issues include lack of exercise seen for example in office workers due to time spent sitting in front of the computer screen. In Addition to mentioning commute and leisure time used by for example watching tv. (Correll 2018.)

There is also movement in the workplace. This should be considered for the sake of avoiding bumping to each other. The proper places to move in should be marked clearly and kept separated from each other. By foot one could fall whether due to clumsiness, slippery floors or having something in the way or not having enough warnings or being in too much of a hurry. (Kanerva 2008, 45.)

Repetitive stress injuries are caused by long office hours during which mousing and typing for long work hours can result in overusing certain muscles and joints. This can also cause carpal tunnels and eye strain – eye problems. (Correll 2018.)

Another physical hazard would be posture. Long office hours, heavy lifting or long hours sitting in front of a computer screen can increase risks to your neck, eyes and back with a significant possibility of affecting your posture negatively. (TTK 2019. S and h work environment) Occupational accidents are sudden and external events which caused a physical injury and happened involuntarily. Also, it happened at work or in connection with work for example on a business trip. (Occupational accidents 2018).

Mental hazards

Outside of work related stress other mental issues include for example discrimination and harassment or in brief workplace bullying. In the responsibilities of the employer they are

by law required to get involved and do something once they have found out about something like it happening. In general, it becomes easier to deal with the situation the earlier one starts to properly deal with it. (Epäasiallinen kohtelu 2018.)

Alongside physical strain the work itself can be mentally exhausting. This can happen for example through the nature of the work or due to something related to their work tasks. These causes can range from the work being too monotonous to the employee having too much responsibility or too much work. Too much pressure is also a possible and one possible cause for why this can happen is for example due to not having enough time. Otherwise there are also causes like missing some of the necessary tools, traveling too much, or unclear work responsibilities. Besides there is also an important cause of lacking a feeling of support from employers or your work colleagues. (Mitkä ovat työn psykososiaaliset kuormitustekijät 2018.)

There are quite a few methods for relieving mental hazards. For example, employers have ways to help with one of the first methods being preventative and being basically about guiding and teaching the employees in the beginning about what they should do for example when they feel too much mental pressure. An important responsibility of the employer is also making sure that they know the proper procedures. While the employees can prioritize certain tasks, and make sure to take enough breaks. (Haitallisen työkurmituksen vähentäminen 2015.)

When it comes to mental health of employees a good preventative method is to take notice of possible causes during planning. Mental issues can happen due to being too busy or getting too much information in a short amount of time. Besides these it can also be caused by not being challenged enough at work. Thus, planning should be done with the goal of balancing work challenges with employee's expectations. (Saloheimo 2016, 98.)

Employers should also make sure their job offers enough variety, social contacts, opportunities for self-improvement and that employees have enough influence on their work tasks. These are helpful for dealing with mental issues. (Saloheimo 2016, 106.)

Work related stress

Stress has many known and some not quite as known causes, but especially work-related stress is generally caused by pressures of worklife for example due to tough superiors, challenging work, having too much work, having work that is too complicated, and it is made worse with a feeling of not having enough support from employers. (Stress at the Workplace 2019.)

Causes of work-related stress and examples that increase stress include not feeling respected or acknowledged for his work, poor relationships with colleagues, harassment, bullying, not knowing your tasks clearly or balancing work and home along with feeling a lack of control about working hours, work pace, participation over decision-making processes and work environment. (Stress at the workplace 2019.)

Some people end up developing addictions to help them survive through the days. Too many vices such as too much smoking, coffee or other such habits can be the least harmful of these addictions but do not forget that they are also causes of health issues. Alcohol and drugs are among the more serious kind of addictions. These are worse due to not only having health consequences but also ones that are monetary or social. (Juuti & Salmi, 53.)

Usefulness of stress

Common stressors at the workplace include interpersonal relationships, avoiding disorganization – planning ahead, not needing to rush to or from work or being organized by not cluttering and being more efficient, physical discomfort and multitasking. An unexpectedly simple way to help prevent and deal with stress is starting your day properly. Use your morning to relax, plan your activities and tasks for the day and eat a proper breakfast to start your day well. Listening to music can help your stress levels and especially when you are tired. It is also surprisingly good way to be more prepared for social interaction. (Scott 2018.)

Besides there are also issues caused by job requirements – for example when they keep changing or remain unclear. These can be solved through discussing your tasks, responsibilities or your expectations with your employer. And when it comes to interpersonal relationships and more precisely dealing with conflict among co-workers not getting involved should be considered through not gossiping or discussing certain personal opinions such as about religion, politics or other impolite behavior. (Scott 2018.)

There are also smaller office issues such as in office jobs your chair – if it is uncomfortable it can cause issues like back pain especially considering long work hours – or noise which can be distracting. Multitasking can negatively affect productivity and accuracy after all it means splitting focus which often leaves people feeling drained. Also taking proper breaks and maybe stretching your legs and walking a little during them is helpful. Perfectionism is a good way to significantly raise your stress levels, it is better to do your best and pat yourself on the back. (Scott 2018.)

Work resources

Work is not only a factor affecting stress negatively, there are also many positive features. Identifying work resources reduces the effects of harmful stress factors. "Work resources include individual characteristics of people including traits such as optimism, perseverance, flexibility and good self-esteem. When related to work tasks it includes a feeling of accomplishment and development, relevance, results and successes in customer work." (Psychological and social stress factors 2019.)

For more organization related work resources, they include possibilities for you to influence your work along with balancing your work time and free time. Besides consider also how clear your role and tasks are along with fairness, feedback and innovative ways for work and job security. An important factor is also interaction. (Psychological and social stress factors 2019.)

Employer responsibility

The Employer's responsibilities are significant and basically involved in being responsible for safety and health in the workplace. Their duty is to keep an eye on the workplace and recognize and evaluate dangers in the workplace. It is also their responsibility to make sure the employees know proper safety procedures such as the proper handling of dangerous substances and knowing how to leave the premises properly for example in case of fire. (Vastuut työnsuojelussa 2016.)

Employers are responsible for giving a concrete occupational guidance along with guiding employees on how to work and about working safely. They should also explain the risks and methods on their prevention. They should also make sure employees know the workplace rules, their responsibilities, laws and any new changes to them and know how to follow them and prevent them. (Hietala, Hurmalainen & Kaivanto, 2017, 136-138.)

These responsibilities are limited however by unexpected, unusual or uncommon events the employer could not have foreseen. Any dangers or risks should be prevented from happening but if it's not possible they should at least be made less dangerous. It is up to the employer to keep an eye on the workplace to check how the changes have affected the workplace. (Hietala et al 2017, 67.)

Employee responsibility

Despite the significant responsibilities of the employer when it comes to OSH it does not mean that the employees do not have anything they themselves are responsible for. The employees should start from following the rules set by their employers and laws. Employees also have a clear right to stop working in case of their or their colleagues' safety or health being in danger. (Työntekijän vastuu 2015.) They also have the duty to check upon

their and their colleagues' safety and inform their employers of any safety deficiencies in OSH (Vastuut työnsuojelussa 2016).

Employees do also have the obligation to be diligent and loyal. There are also expectations to do your work carefully and expediently. Along with keeping confidential information – for example commercial or professional secrets – confidential and not hurting your employer by disclosing them or anything else about their business operations especially if it could cause financial damage. In general, the higher your position the more broadly you should understand the concept. To avoid confusion just ask the employer or check what your employment contract or company guidelines have to say about it. (Rights and responsibilities at work 2018.)

Good employee has certain expectations, ones related to fairness and thoughtfulness. Fairness means an expectation on positivity especially in their reactions to work and problem situations along with lessening negativity by lack of constant complaining. Thoughtfulness means good manners which includes greetings even when busy and knows when to ask for help and when to help a colleague. Besides other important factors are good interaction and having the courage to bring up issues in a constructive manner along with understanding and accepting diversity and keeping one's promises. Being biased, not interested or in a hurry can block good interaction while factors for promoting it include listening and emphasizing with others along with showing you are interested. (Work behavior 2019.)

Poor work behavior is addressed by the employer as it is their responsibility. If they are not, it seems to be the same as to give permission to keep up the bad behavior. Over time even reducing employee productivity. Bad behavior can be addressed through discussion but if that does not help a warning can be issued which gives the employee a right to correct their behavior. It also shows that the bad behavior has been noted. If the warning is not enough for the employee to listen in severe enough cases the employee can be dismissed. (Work behavior 2019.)

2.3 Disputes and Benefits

Disputes

Disputes have many reasons for happening, but it basically stems from people thinking, feeling or acting differently and due to these differences, we think of them differently from us. Appreciating different things, having different needs and experiences and cultural backgrounds which stay with us and create our interpretations of the world. (Disputes and conflicts 2019.)

Not all disputes are bad. When the workplace is successful settling workplace disputes is a common and a pleasant challenge. However, when the workplace is functioning poorly disputes can easily prevent people from functioning. Succeeding in settling these disputes is a good way to empower people and help them progress in their work. They should be settled quickly before they end up becoming too big to handle and end up becoming fixed in people's minds and affecting their work performance. When prolonged disputes generally lead people towards a more negative mindset and seeing things more negatively. (Disputes and conflicts 2019.)

Solving disputes in the workplace is everyone's responsibility. Between colleague's disputes can be settled at a certain level by themselves. In case that is not enough to solve the dispute, the supervisor has means for solving situations involving disputes considering that they can hamper workplace harmony and affect work performance however they are limited by their managerial powers. (Disputes and conflicts 2019.)

With disputes one way to solve them is discussing what happened from your point of view and listening to the other person's point of view. It is important that when attempting to solve the dispute the involved employees will feel safe to discuss the issue so that it can be adequately discussed, and the best solutions can be found. Also getting the involved employees involved in solving the issue will make them feel more responsible for resolving it. (Disputes and conflicts 2019.)

One of the best ways to deal with disputes is early intervention. After all, if a dispute can progress to a bad enough point it affects not only individuals but also the work community and the entire organization. Cases for getting involved include co-operation problems, workplace bullying, frequent sick leaves and inappropriate behavior. However, it is not always easy to bring up disputes especially their causes. This can be made easier through an operation model for solving disputes. which should give more information on the responsibilities of everyone involved and about solving these issues along with defining the desired workplace behavior. (Disputes and conflicts 2019.)

Work hours

Work hours can also cause significant increase in all kinds of risks depending on different factors. For example, there is a reason that working hours do not generally increase to more than 40 hours a week and that there should be properly regulated breaks (Healthy working hours 2019.)

There should be 10-12 hours between shifts and they should be properly regulated with length at maximum of 10 hours. When assessing hazards from work hours there are many

factors such as total worktime, overtime and as few back to back shifts as possible. (Healthy working hours 2019.)

Compensating for Damages

When compensating for damages the damages must have a causal relation to the accident. In cases of death their relatives may have the right to receive compensation instead. According to the law the employer is responsible for paying the compensation. However, the one who caused the damage can be responsible for paying back the employer what the employer paid to the victim. This however does not happen in low compensation cases. (Hietala et al. 2017, 50.)

Employer can only request to be compensated by the one who caused the damage if they did it intentionally or through negligence. In intentional cases the one that caused it may have to compensate the employer everything they paid. In negligence cases the amount is decided based on multiple factors such as amount of damages, the quality of the act, the causer's position in the company and the victim's needs. (Hietala et al 2017, 50.)

In criminal court the punishment can be plead to the employer's representative or the person who is guilty of negligence or a careless act for a guilty employer. Compensation for damages should first be requested from employer and only after from the one who caused the damages if they cannot receive it from the employer. (Hietala et al 2017, 50.)

2.4 Benefits of OSH in Finland

Benefits for business

OSH is not only a legal but also a social obligation while it is also for businesses the OSH is useful mostly for the image for example for the brand and in social responsibility. Of course, it also has other significant benefits related to financial gains, employee health and competency. It also helps maximize benefits for employee commitment and productivity. Along with reducing financial losses and building a healthier workforce which leads to longer lasting and more competent working force with less employee absences – for example sick leaves, along with enhancing employee's commitment. (ISHM 2014.)

Employee benefits

For employees some of the biggest benefits are obvious just from the words occupational safety and health so basically employee's safety and health. They present a far less of an issue for employees when OSH is being followed and even saving losses in money,

productivity and the need to replace employees. Besides these there are also the effects of OSH on employee motivation, co-operation and morale. (ISHM 2014.)

3 OSH IN FINLAND

3.1 History of OSH in Finland

Working life has changed drastically in Finland during the recent fifty years. Back then a lot of the professions were more of the physical type of work, for example related to industrial work such as manufacturing or other factory related work. But it has since changed into a more mental or social type of work. This change has caused for the mental and social drain to become worse while lightening the physical ones. These changes are also causing the appearance of new OSH hazards related to the appearance of employee's mental health. This happens due to the constant change in work life and due to developments in technology. These changes may have brought many new opportunities and possible new discoveries, but it has also made work busier and more mentally draining. (Juuti & Salmi, 43.)

In Finland the unionization of employees began in the 19th century. The Civil War in Finland right after the Independence in 1917 interrupted and strained this process. This strained relationship did not ease until 1940 when the negotiating parties started acknowledging each other. Since then until 1960s the labour market organizations started developing and growing and in 1960s they had been shaped and we're cooperating. Since then they have become an important national institution. Today cooperation between government and labour market organizations is a characteristic of Finnish labour markets. (Kröger 2015, 4.)

However, what really got people to see and care about OSH was the industrial revolution in Finland during 1960s. Everything became more industrialized and due to the quick growth and all the changes in the economic structure the problems became more apparent with old problems becoming worse and new ones appearing (Kämäräinen 1999, 52.)

Occupational safety and health authorities is an independent enforcement authority. They conduct inspections. Ministry of social affairs and health is important for example, when it comes to the legislations and policies related to OSH and managing OSH related international cooperation. (Organisation 2017.)

The Centre for Occupational Safety is an office controlled by the cooperation between labor market organizations. Their goal is promoting well-being and productivity at work. They provide services and tools useful for developing work communities. (Centre for Occupational Safety 2019.)

For OSH there are also Regional State Administrative Agencies in charge of regional supervision of OSH. An important goal of theirs is promoting and maintaining employees work abilities and their ability to function. Besides they are also aiming to prevent occupational health hazards and other adverse effects of non-compliance with OSH. Alongside supervising compliance with OSH and workplace rules it is their most important task to monitor OSH compliance in workplaces. They do however also offer advice, instruction and training in OSH related matters along with giving opinions to OSH administration. When considering OSH as a whole they have four main duties. These duties include supervisory activities on behalf of either clients or authorities, investigating serious occupational accidents or illnesses while taking action towards preventing them, engaging in product control and working together with other OSH authorities to investigate employment related offences. (Occupational safety and health 2017.)

3.2 Finnish OSH Legislation

Finland's labour legislation comprises of acts related to matters such as working hours, annual holidays and non-discrimination (Labour legislation 2019). The most important legislation when it comes to OSH are the Occupational Safety and Health Act and the specifications based on it along with the Occupational Health Care Act. (Kröger 2015, 5).

Finland has extensive legislation about safety and health of employees. Regulations, compliance with them and their supervision are a key way for OSH to influence workplace conditions. OSH related EU directives – which are in part incorporated in to Finnish legislation – and degrees are about employee safety, health and their rights for example working hours. (Janas 2019).

The employment contracts act compels the employer towards equal treatment of all employees. The new non-discrimination act came into force at the beginning of 2015. The purpose of the act is to promote equality in work life, preventing discrimination and improving the legal protection of victims of discrimination. Work discrimination refers to a situation where an employee is placed at a disadvantage compared to other employees in a similar situation. It can happen for example with work duties, training, promotions or duration of employment. (Discrimination at the workplace 2019.)

The non-discrimination act prohibits discrimination for reasons such as gender, nationality religion or politics. Harassment, denying reasonable accommodation or instructing others to discriminate is also prohibited. Also, someone who takes action towards non-discrimination should not be treated unfavorably as a consequence of taking action. The first thing an employee should do if they feel they are being discriminated against is dis-

cussing it with your employer or other supervisor and discuss what has happened and possible solutions for the issue. (Discrimination at the workplace 2019.)

Employees are also protected by privacy laws for example regarding their credit information. Also taking a drug test can only be done in certain cases specified in legislation. There are also limitations on technological surveillance on employees at work and health information should be kept secure (Rights and responsibilities at work 2018.)

Ministry of social affairs is responsible not only for developing OSH but also drawing up OSH regulations, monitoring OSH and developing occupational health care. Most of the new legislation related to OSH in Finland comes from the EU. Finnish experts do take an active part in preparation of OSH EU legislation. (Occupational Safety and Health in Finland 2016.)

Monitoring OSH

OSH authorities monitor compliance with OSH legislation. OSH inspectors are entitled to enter a workplace and inspect them along with receiving any necessary information such as reports from the employer. Inspection visits are generally announced in advance unless a surprise inspection is deemed necessary for monitoring purposes. Inspector is expected to present a summary of their findings and notifies workplace of measures expected of the employer. (Occupational Safety and Health in Finland 2016.)

Outside of monitoring compliance the OSH authorities have another way to make OSH legislation be followed known as market surveillance. Through it they restrict or prevent market access to certain equipment that is considered too dangerous or against regulations. If it's decided to use it the decision is generally communicated to the European Commission and other EU member states. (Occupational Safety and Health in Finland 2016.)

Consequences of breaking OSH

The employers have legal responsibilities towards the safety of their employees. With a breach of these responsibilities a consequence would include the case going to criminal court. Basically, the person held responsible is either employer or their representative who on purpose or through negligence has made it possible for the continuing existence of an issue that goes against OSH regulation. The employer can be held responsible despite them not knowing all OSH regulations considering they are expected to find out these requirements and the risks of the job. It is a crime when a situation where they have either caused or allowed to continue a situation that goes against OSH regulations. (Minilex 2019.)

Initiating an OSH related investigation starts either from a client or from authorities. For authority initiated ones they are decided through monitoring, are more data focused and have been under monitoring for a significant period of time. While client related ones, stem from clients who can be both employee or employer and they are decided on case by case basis and many are requested due to employment relationships. In addition, OSH authorities examine all serious occupational accidents and illnesses. (Occupational Safety and Health in Finland 2016.)

Minor deficiencies are mentioned, and written advice is given by OSH inspectors. With major deficiencies or non-compliance with written advice in specific matters if not improved by given deadline the matter will be transferred to OSH authorities who can issue a binding agreement and impose a conditional fine for ensuring compliance with it. (Occupational Safety and Health in Finland 2016.)

Inspectors may also issue a temporary probation notice – which can be used to temporarily ban the use of machinery, work equipment or other technical device, working method or to stop work – if there is an immediate danger to life or health as a result of a deficiency due to non-compliance. After hearing from employer OSH authorities decide to conclude whether or not it's expired. (Occupational Safety and Health in Finland 2016.)

OSH authorities' decisions may be appealed through the relative administrative court. If OSH inspection was not conducted in compliance with the law a written complaint may be written to OSH authorities. Depending on the offence they may be obligated to inform the police. (Occupational Safety and Health in Finland 2016.)

In criminal court an important part of proceedings is to determine the person responsible. The responsible person can for example be the employer or a person with the decision-making power considering that generally the person held responsible is someone with the ability to have influence on the hazard's removal. An important point is that it can be considered a crime already with cases of negligence to go to criminal court does not require for an employee to have have been almost hurt or actually hurt. Aside from these notices once the responsible party has been determined the punishment is decided and depending on the crime, the consequences of it and several other factors it can vary from payments to prison time. Along with repayment of damages and losing the gains you received through the crime to the government. (Työturvallisuusrikos 2015.). They may go to prison for a year at most. (Minilex 2019).

3.3 Occupational Health Care

Employers are required to provide occupational health care for their employees even if they have employed only one employee. Its purpose is ensuring a healthy and safe workplace and to promote work ability and health in employees. And for employees it's free. They conduct surveys and assessments of hazards based on the mentioned surveys along with making development plans to promote safe and healthy work. (Occupational Safety and Health in Finland 2016.)

The aim of occupational health care is identifying risks for work abilities and the possible time needed for rehabilitation. It organizes and coordinates the necessary care and rehabilitation and the possible adaptive measures needed for the employee to be able to start working again. Besides preventative measures employer is also required to provide medical care at a general practitioner level. The ministry of social affairs and health, the regional state administrative agencies and OSH authorities monitor compliance with occupational health care legislation. Kela (Finland's social insurance institution) compensates employers as long as it is either for necessary or reasonable costs of occupational health care as laid down in the Health Insurance Act. (Occupational Safety and Health in Finland 2016.)

Also, part of occupational health care is mental health. Their causes can be difficult social situations, continuous tension, too much work and night jobs along with work-related feelings of loneliness. Besides these it can also be caused by hidden social problems. These can also influence one of the biggest issues in Finland working life, by which I mean the amount of people who are in early retirement. (Saloheimo 2016, 106.)

4 METHODS OF RESEARCH AND RECOMMENDATIONS

4.1 Methods of Research

The objective of this thesis was to give recommendations to Norstat related to their OSH. Qualitative research is designed for using people's behaviour and perceptions in order to study them and through that arrive at hypotheses. The methods of qualitative research are more geared toward interviews and can be done in many ways such as in person or through the internet. (QRCA 2018.) Qualitative research is more about the understanding people especially their motivations and opinions (DeFranzo 2011).

Quantitative research places a lot of importance on objectivity especially when getting the data. You use data like statistics or numbers collected through things like surveys or polls and generalizing it across specific groups of people to explain different phenomena. (American public university system library 2017.) Quantitative research is more focused on measurable data and transforming that data into usable statistics. It can be used to find all kinds of variables like attitudes, opinions, behaviors and generalize the results from a larger sample of people. (DeFranzo 2011.)

The empirical research was done by personal interviews to a few employees at Norstat. The author has also gathered information about OSH from different electronic sources and books. The interviews were created to find out what OSH related issues employees knew and would like to fix if possible. The author interviewed five employees of Norstat. First three are employees with OSH related responsibilities given by the employers while the other two are some of the employees that had worked there for longest at around 15 years. All of the employees that the author interviewed had worked at Norstat for over 10 years. The author used this method in consideration of it giving the thesis a more thorough data than questionnaire's and these interview type methods are considered a very suitable method for finding out information related to OSH in Norstat.

4.2 Current Situation at Norstat

The current situation of OSH in Norstat is rather good as the author discovered through their personal experiences along with the personal interviews and the material the author was given by Norstat along with their research about OSH. In accordance with the personal interviews they conducted they did however discover several issues related to OSH in Norstat. These issues include ergonomic factors such as the chairs used by the employees and the headphones, along with workstations. The air used in the office building has issues due to the vents along with there being issues with permission for the usage

amount from housing cooperative. This has however been solved by small fans and for heating during winter and other cold times there are heaters which can be removed and used when needed.

Norstat deals with many things through meetings that are held regularly in which they have employers and employees such as the representative of the employees and the regular employees with OSH related duties in their tasks meet and discuss for example any issues and solutions to these possible issues.

Other considerations for Norstat regarding their OSH practices would be their inability to change anything regarding OSH practices considering OSH related decisions generally come from Norstat Group and there are not many changes Norstat Finland can do without approval from Norstat Group HQ in Norway. This means that any change requests are necessary to be first sent to HQ for approval. This also increases the waiting period between issue being discovered and before it is fixed significantly.

Some of the issues are caused by the building especially considering it being an open office. There are several advantages to the employers related to an open office from financial gains to considering possibilities for future development considering you never know what you may need in a few years and flexibility through which you can add more workstations which is something open offices afford (Vozza 2018.).

The openness of the workspace is a problem especially considering noise level and there is also a market place nearby which occasionally can get rather noisy depending on factors such as the season and the time of day in question. Another noise related issue is that the employees are conducting interviews relatively closely and certain noises can be distracting especially when the headphones do not cover other people's speech completely.

Norstat has followed legislation regarding occupational health care with having a certain medical health practice to go to when it becomes a necessity. There they can get the necessary treatment, medicine and sick leaves. The clinic is told for example in guides given to all employees for example during their training period at Norstat.

Data Analysis

The author did the first three interviews on Thursday 25 March 2019 in the morning at 8 o'clock and the second two the next Monday after that on 29 March 2019 at 9 o'clock. The interviews were arranged by the authors employer at Norstat and to optimize response they did not make the interviews very formal. The author asked the same eight questions plus a few sub-questions depending on responses given to them at the time.

The author asked eight questions from the interviewees. The author started by asking them to introduce themselves. The purpose was to lay down why they are responding to the questionnaire and not someone else. For example, reasons such as they have the time, they have OSH related responsibilities given by the employer or they have worked at Norstat for a long time.

Afterwards the author asked about the challenges and risks at Norstat regarding their OSH and about how these we're being solved. Mainly answers ranged from informing employers which would lead to them being discussed in meetings related to OSH in Norstat which takes place at least once a year.

The author also asked about what the interviewees thought about their employers and colleagues and every time the answers we're good and no one said anything negative. This is one of the biggest positives of Norstat. The employment relationships and work colleague relationships are very good. The employers listen to the employees and no one feels like they are not listened to. There has been no workplace bullying as far as anyone has heard and no personal problems have been noticed at least recently.

The final question asked was about what do you value about your work. The author asked this in consideration of asking them about the value and values of Norstat. It helped in figuring that out.

4.3 Reliability and Validity

The concepts of validity and reliability are very important. They are used to describe practically the dependability, credibility, consistency and trustworthiness. There are many strategies for showing that the concepts are fulfilled for the research. (Simon & Goes 2018.).

The reliability and validity of this thesis is not problematic as it is based on experiences and interviews. However, considering the interviews we're very short at about 6 minutes per person along with the fact the author only did five interviews this may be more reliable than at first assumed. The author did however get something good out of every interview although the last one only added slight details to knowledge they had already gotten through the other interviews.

5 RECOMMENDATIONS

Norstat OSH situation is relatively good as has already been explained previously. There are no significant issues and in many areas of OSH the situation is good. However, this does not mean that there does not still exist a few issues as has also been explained previously. Many of the issues Norstat faces in these days can be attributed to the fact that they are difficult to resolve. There are not many issues that are not already known by them but the issues that have come about considering the office building and the chairs used for example are already relatively well known and Norstat already has solutions to these issues that at least mitigate the negative effects.

Norstat has a clear warning system for if you do something you should not. You get a spoken warning first and if that does not work a second written warning. These are your last chances with the result of continuing on this not allowed behavior being you getting fired from Norstat.

As for recommendations on solving OSH issues at workplace. Firstly, I will clearly state the OSH related issues at Norstat once more. The chairs being used by employees is one. Secondly their headphones. Thirdly the computers and technical issues related to the system and workstations and protection of the information. Fourth would include physical hazards and occupational accidents. Fifth would be noise and sixth would be occupational health care. Seventh would be the open building considering for example the vents, heating and the whiteness of the office. And finally, mental hazards would also be one issue.

Norstat already has existing solutions to many of these above-mentioned issues. First of all, for ergonomics issues such as the chairs the employees use. Norstat is aware of the issue and it is being solved however not immediately due to the significant costs of replacing around 40 chairs and the fact that the replacement chairs are currently not yet decided. The current plan is for some of the regular employees to go and choose good replacements. Consequently, it will take some time before these arrangements are completed. Besides also requiring permission from HQ in Norway.

The headphones used have issues since they are not soft enough and with long hours especially for the ones with day shifts, it does not feel good for your scalp. Employees do hope to also keep out other noises such as the other people's speech out better as well through methods considering current headphones do not do it enough. However, while these issues do exist there is an issue that the brand of headphones being used currently has been decided and is for every branch of Norstat for reasons such as using the same brand and financial due to getting a lower price in exchange for buying them in bulk. Nor-

stat also has a contract for using a certain brand of headphones. More headphones are ordered as necessary.

As for their computers and technical issues related to their systems, internet connection or computers there are always going to be the occasional technical issue to be fixed with computers. There are many reasons for issues to appear and many different issues that can come up related to computers. There can be problems with servers, or connections or there can be issues such as over heating or forgetting to close the programs properly for the night. However, they have proper protections and firewalls in place for the information along with having the information properly backed-up as necessary.

Workstations are one cause in office jobs for issues related to eyes, posture, neck, and wrist and hand pain. If you are bothered by issues related to these such as aches or pains in these places after working on hours at the desktop a solution may be changing your office. Consider how your desktop could be to set up for maximizing function and capabilities while preventing above mentioned issues. When it comes to office jobs and desktops there are a few simple methods to avoid these injuries. For example, taking proper breaks to get up and away from the desk and sitting for a few minutes goes a long way. A good way would be to stretch enough especially your arms, shoulders, neck and wrists. Use these minutes as a way to relax from the strain of working on your computer. (Desktop Ergonomics 2019.)

Norstat has instructions for how to sit on the workstations and the position of the employee compared to the desktop. This is for the sake of your arms, wrists and posture along with keeping enough distance from the monitor to avoid worst of the eye strain caused by long hours in front of the monitor. Recommendations would be to keep the monitor at least 20cm away from your face thus the workstations should have that in consideration. Along with having enough room for the keyboard and mouse. Having relaxed shoulders and with your arms, wrists and forearms straight is important for lessening the chances and the severity of these injuries or pains. Feet should be on the floor and the seat should be well-padded. Do not stay at the same position through the entire day, in fact change your position frequently. (Desktop Ergonomics 2019.)

Physical hazards and occupational accidents in an occupation like doing phone interviews or office jobs can cause the most issues to your posture, your eyes and your hearing. Along with illnesses like diabetes or obesity considering long hours spent sitting in front of a computer screen.

Noise is an obvious issue in an open office considering the workspaces are relatively nearby in the same open office and without many ways to block the noise considering

there are no cubicles or other similar ways to block noise from reaching you. It might be possible with noise-cancelling headphones however there are already agreements in place for headphones, with same brand of headphones being used by all branches of Norstat and not just Norstat Finland.

There is also another cause besides employee's being too close by without any kind of blocking of the noise. Right next to the office building is a market place. It is generally quiet enough and with windows closed it will not be noisy enough to be heard in the building but there are times of day and the occasional nearby construction work and other such work that causes noise which makes it difficult to work. This is also a difficult matter to solve simply because you would need permission to change anything in the office considering everything is decided by the housing cooperative.

Open office which has caused other issues besides noise such as the open office being rather white and the air vents. There are also portable heaters for when they are necessary due to for example the season. Norstat has some paintings and such in some walls to distract from the whiteness however there are not many in the office and there are next to none in the employee's workspace itself thus there are no distractions and there is nothing to focus on for example during the time between calls which can take a few minutes depending on the system and interviewee. There are some nice paintings and similar pictures around the breakrooms and nearby the offices in the open office however. It may be nice to brighten up the large room where the interviews are conducted with some paintings or other hangable things on the walls.

Mental hazards which have been significantly mentioned previously are also an issue considering how heavily they can affect the employee, the work environment and the company itself. One of the biggest issues related to mental hazards at Norstat would include for the phone interviewers are the people you call. After all you never know what kind a person they are or how they are going to react to your request for an interview. It is quite possible for people to be very uncaring and give responses that will upset an employee or stress them especially considering it is part of your job to keep yourself civil. If an employee of Norstat feels that the work is too mentally hazardous they can simply tell the supervisor and thus the situation will be moved forward through getting the human resources manager involved by having them discuss the issue with the employee in question and afterwards they will in accordance with the recommendations of Finnish institute of occupational health and according to their instructions, make a program to help the employee deal with the situation at hand. This is done case by case basis.

Besides Norstat helping the employees deal with mental hazards as needed the employees themselves can help each other in these situations. It is entirely possible for them to find ways of dealing with the situation however they wish to. There are many ways to deal with it and many reasons too. It is extremely risky to not do anything in these cases and allowing the situation to get worse. It can easily affect your work productivity, relationships both inside and outside of work and how it will affect your future? Your career prospects? Your support system, both outside and inside the office? It is a very common symptom of mental hazards to withdraw socially. This social withdrawal affects the employee's relationships whether it's with family, friends, co-workers or other people negatively.

However, there are many solutions such as exercising, eating properly and making time for things outside work such as hobbies, friends and family along with other things you love such as relaxing, reading a book, sports or pets. Make time for breaks while working and do not work overtime unnecessarily. Do not forget the benefits of exercising in relaxing and helping you deal with feelings of anxiety and irritation (How to support mental health at work 2019.)

For interviewers the responsibility of workhours is rather reliant on your wishes. It is up to you to schedule your workdays properly and choose when the opportunity comes whether you wish to work day or evening shifts. This gives the employee the responsibility for taking the days off they need to take and not overschedule themselves. Taking a break before burning out is important as it will trouble not only yourself but the company also.

Employees with good mental health are positive not only for the employees but also for the company. After all good mental health allows you to utilize and show your full abilities and potential, cope with your work, everyday life and stress and whatever bad that may happen. It is also helpful for strong and healthy relationships with people whether they are work colleagues or superiors or family or friends. All these also help you be more productive at work. (How to support mental health at work 2019.)

Good mental health shows in productivity and it can be affected by life. Sometimes life may get too much, everything feels like it is not going well, deadline is closing, or we have just come home from a work trip and we have not slept for over a day and we need to be at work in three hours in the morning. (How to support mental health at work 2019.)

A significant way to good mental health is a support system. After all it is not always easy to see your mental health getting worse especially in cases where the symptoms feel like you are tired or other similar symptoms that can be caused by something else such as lack of sleep. And the quicker mental health hazards are noticed the quicker and easier they are solved. If they are not noticed in time these issues can become something that

sticks to you for a lifetime. In such cases it is more likely our support system – the people we interact with regularly – will notice it. (How to support mental health at work 2019.)

An important first step to regaining good mental health is discussing about your feelings. It is good also for maintaining your mental health and for dealing with troubles. For many people especially among men they feel that this is a sign of weakness, but it can also be seen as taking charge of your well-being and it can also show your wish to stay healthy. If you find it difficult to discuss your feelings at work, it can be helpful to discuss them with a person you trust. Preferably someone understanding and someone you feel comfortable with. Consider what you wish to discuss and where, when and to whom you wish to discuss with seriously. If you cannot discuss at work discuss with someone in your support system outside of work whether it's your lover, friend or family. (How to support mental health at work 2019.)

Maintaining supportive relationships is very important for work and relationships are a key to maintaining good mental health. We do not always get to choose our colleagues and with different personalities tension can be created at the office. In these situations, you may have to make difficult choices such as discussing with the other person the reason for the tension. (How to support mental health at work 2019.)

When discussing mental health of another person with the person in question it is important to make them comfortable. Part of that is choosing a time and a place they find comfortable rather than one you find comfortable. Also make sure you have enough time for the discussion without distractions such as phones especially if they are ringing. Also consider the place which would be better for the discussion work or home or a more neutral place? And would they like a quiet place or one with hustle and background noise? A very important factor is giving them your full attention (How to support mental health at work 2019.)

A change of pace is a simple and effective way to stay mentally healthy. All it takes may be a five minutes long breather from working or finding a different way to spend commute such as a good book or a podcast. It can also be a holiday weekend somewhere new. It depends on the person's likes. Basically, it is about giving yourself a few minutes of me-time. (How to support mental health at work 2019.)

Methods for maintaining a good mental health and helping to gain it include exercising. It has benefits not only on your health and concentration but also it can help your self-confidence along with helping you sleep better and feel better. Exercising does not necessarily mean going to the gym. 30 minutes of exercise five days a week is a highly recommended amount of exercise. With an office jobs like the ones at Norstat it is a good idea

to go out and walk for example during a break or during lunchtime. Other such options include before or after work. It can help ease you into the day or help create space between worktime and free time. (How to support mental health at work 2019.)

For mental hazards solving or at least mitigating the causes of these hazards is a huge step towards good mental health. There are many causes for example in Norstat people may worry about how much their salaries are, or they may be overworking, feeling mentally unchallenged or feel that they lack control over work-related decisions or feel they do not have opportunities for advancement. (Coping with Stress at Work 2019.)

First step to helping one's own mental state is figuring out the cause. There are a few ways to figuring them out such as keeping a diary for a couple of weeks and recording everything in detail to see what situations stress you the most and how you deal with these situations. Second step is finding healthy ways of coping rather than coffee, alcohol and unhealthy food. Exercising is a good way or yoga along with doing things you like to do whether it's crosswords or reading or a movie make sure to set some time for it. And make these healthy choices and find healthy coping mechanisms when you feel the tension increase. Sleeping properly and enough is also an important way towards good mental health along with proper breaks and taking the time to recharge when it is needed. (Coping with Stress at Work 2019.)

Also, separate work-time and free time clearly. Especially with the current 24/7 possible availability which can pressure people to be available whenever possible. Start small if this step is difficult. Start with not checking your emails during the evening or keep away from your phone when eating. There are many ways to relax such as meditation, deep breathing exercises and hobbies and other activities you like doing and they can also help with managing stress. (Coping with Stress at Work 2019.)

Besides the solutions of Norstat to these issues and the recommendations for mental hazards as explained previously there are also other possible solutions to OSH issues of Norstat. For other recommendations there are more ways such as employers starting to get more involved with advising the employees. Currently the situation is more along the lines of one where the employee has to make the first step so that the issue will become known. The employee should go talk to the supervisor or employer or other management personnel. This shows a situation where the management is somewhat removed from the employees and this rift may in time become a big issue unlike currently where it is a negligent issue. Superiors and the supervisor could also check on the employees for example to see if they are sitting properly so as to keep proper posture and avoiding harming their back and neck and also to check on the noise level so that it is more regulated.

Consequently, one recommendation would be to find ways for the employee's to get to know their superiors in order to make them more comfortable and for this difference to lessen as much as possible. This issue is currently negligent considering it is easy for all employees to go and discuss anything with their superiors if they feel it is necessary. However, there are ways to make this situation less of an issue. And as an issue there are not many companies in Finland without such issues. For example, it could be made more apparent at the workplace that you can go talk to the supervisor or employers when you need to. It is basically an implied part of the culture, but it is not clearly explained. Many employees tend to have enough difficulties approaching their bosses with private matters after all for example due to their personalities or the nature of the issue.

Other recommendations include ways to deal with the noise at Norstat. It will not be a simple matter to solve considering that there is no changing the office due to lack of permission from housing cooperative along with it being an open office thus there are no actual solutions however there are ways to lessen the issues it creates. For example, everyone is capable of controlling their voice level to an extent. It may rise too high for a moment, but that can change. A work colleague can discuss with a colleague talking too loudly to lower their voice and if that does not eventually discuss things with the supervisor, who has more authority and is the person who is supposed to be in charge of keeping an eye on the employees and being the first person to discuss with for advice and for any issues. They can send a message to the disruptive person and see what can be done to deal with them.

Other office job related mental hazards include for example stress and negative feelings from the negative comments that can be said by interviewees. A good step would be to prepare for the day by for example listening to a music that keeps you calm while going to work. Sit upright to avoid pain caused by long hours in front of the computer and adjust the monitor and chair to avoid these issues. Avoid drinking a lot of coffee in a day and replace it with more healthy choices such as water or fruit juice. Place your car far way from the workplace and take the opportunity to get some exercise. Another way would be taking the staircase instead of the elevator. There are also different stretches you can do in front of your desk without bothering other employees. For example, stretch your arms backwards. (FFDS 2015.)

And solutions to these issues includes some rather basic ones such as exercising and eating properly which have already been discussed previously and cannot be underestimated regarding their helpfulness. They can be helpful in many issues for example mitigating the severity of many physical and mental hazards, mitigating many medical issues

such as eye strain, diabetes and repetitive stress injuries and helping to cope with feelings such as irritation and anxiety.

A method of relaxing despite noise at the office could include creation of dedicated spaces where the general noise will not reach. This can be a place for employees to get away and for example they could use it for phone calls and meetings also. It could operate as a respite room for resting and recharging. This is also a good productivity raiser since it could also be useful refocusing. Another consideration would in open offices include masking these noises for example through a white noise machine. (Knerl 2019.)

Norstat could also arrange for a space to do some stretches or other break-time exercises. This could be done possibly with instructors or instruction or possibly Norstat could create guides for doing such break time exercises by the workstation. These guides could be to show some simple exercises to help with for example the common issues caused by office jobs.

6 SUMMARY

Based on information gotten from interviews the research question has been answered. It was to give Norstat Finland Oy recommendations regarding their OSH practices. In conclusion Norstat has remarkably good OSH practices despite a few minor issues regarding ergonomics such as chairs and workstations and noise. Other issues besides noise are created by the open office.

As for recommendations given to Norstat for their OSH there are not many considering Norstat has solutions for many of their OSH issues. There are two main recommendations outside of advice for employees regarding having a good mental health. The two recommendations are having a quiet space for employees to go to for recharging and relaxing and also Norstat could either arrange for some break time exercises or desk exercises and either have a meeting for doing them or give instructions on similar exercises for employees to do during breaks or when they need to.

As for the sub questions which have been answered they were: What OSH related issues does Norstat have? Why should Norstat or any other organization improve their OSH? How is OSH in Norstat? Definition of OSH? All of which have also been answered during this thesis. Moving forward from this thesis Norstat could consider implementing these suggestions and moving forward with these ideas with planning for a next step for them.

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APPENDICES

Appendix 1 Interview

1. Introduce yourself
2. In your work what do you do in relation to OSH
3. What would you wish that was different regarding OSH?
4. What does Norstat do for better OSH?
5. What kinds of risks have you noticed?
6. What are your opinions on work surroundings?
7. What do you think about your employers? What about your colleagues?
8. What kind of worth do you think your job has?
9. Would you like to add anything?