Well-being at work consist well-being, motivation, teamwork and employee engagement

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TIIVISTELMÄ

Työn mielekkyys vaikuttaa työntekijöiden sitoutumiseen ja motivaatioon. Työntekijän tunteminen sekä motivaatiotekijöiden selvittäminen vahvistavat työntekijän tyytyväisyyttä omaan työtä ja organisaatiota kohtaan. On tärkeää kiinnittää näihin asioihin huomiota, jotta työympäristö olisi mahdollisimman hyvä. Työntekijä on valmis sitoutumaan työpaikkaansa, mikäli hän pystyy vaikuttamaan omaan työhönsä ja kokee työnsä arvostetuksi. Työhyvinvointiin vaikuttavat näiden asioiden lisäksi muun muassa työyhteisö ja tiimityön sujuvuus. Tänä päivänä töitä tehdään paljon erilaisissa tiimeissä ja ryhmissä, minkä vuoksi onkin tärkeää luoda hyvä perusta yhdessä tekemiselle. Tiimityön onnistumisen kannalta on hyvä tuntea työntekijät ja heidän tapansa työskennellä.

Opinnäytetyö on toteutettu toimintapainotteisena opinnäytetyönä. Tutkimuksessa on käytetty teemahaastatteluita tiedon keruun välineenä. Teemahaastattelut ovat osa kvalitatiivisia tutkimusmenetelmiä. Kvalitatiiviset tutkimusmenetelmät ovat sopiva vaihtoehto silloin, kun halutaan selvittää ihmisten mielipiteitä ja tunteita tai ajatuksia tiettyjä kokonaisuuksia kohtaan. Menetelmät ovat joustavia ja mukautuvat vastaajan sekä tutkimuksen toteuttajan tarpeisiin. Tutkimuksen tavoitteena on selvittää haastateltavien kokemuksia työhyvinvointiin liittyvistä asioista. Opinnäytetyön toimeksiantajana toimii Hämeen ammattikorkeakoulun Työelämäpalvelut. Tutkimuksen tulokset tukivat hyvin opinnäytetyöhön kerättyä teoriapohjaa. Haastateltavat kokivat suurimpina kehittämisen kohteina omassa organisaatiossaan työstä palautumisen, yksilöllisyyden huomioisen sekä esimiestyön.

Avainsanat	työhyvinvointi**,** motivaatio, tiimityö, sitoutuminen, työympäristö
Sivut	96 sivua, joista liitteitä 3 sivua

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ABSTRACT

Employee engagement and motivation towards employees' own work are a result of meaningful and challenging job. Finding out the motivational factors of an employee and recognising the employee's personality will support the employee´s job satisfaction. Companies and organisations should notice the meaning of employee engagement and motivation to improve the working environment. If the employee feels the job valued and important, it increase the employee engagement. Well-being at work consists also for example the fluency of teamwork and the condition of the atmosphere inside the working community. Nowadays employees must work in different kinds of teams daily and it is important to create a balanced and strong base for the teamwork. To achieve functional teamwork, management should get to know their personnel and their ways to work.

Thesis is implemented as a practise-based thesis. Research is implemented by using theme interviews as a research method. Theme interview is one of the qualitative research methods that can be used. Qualitative research methods are a relevant choice when research wants to figure out individuals' opinions and thoughts about certain complex. Qualitative research methods are flexible and adaptive towards respondent but also for the interviewer. The aim of the research was to find out interviewees´ experiences in issues related to well-being at work. The commissioning party of the thesis is Häme University of Applied Sciences, Työelämäpalvelut. The results of the research supported the findings in theoretical part of the thesis. Results showed that recovery from work, noticing individualism and managerial work are the main matters that need development in their organisation.

Keywords	well-being at work, motivation, teamwork, engagement, working environment
Pages	96 pages including appendices 3 pages

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Appendix 1   Interview invitation and introduction of the research

Appendix 2   Interview form

Appendix 3   Tool for development process

1   INTRODUCTION

Well-being at work has become part of the employee´s rights nowadays. Working environment must be safe but it must provide psychological safety as well. Social networks and psychological safety ensure that employees feel their work valued and they are motivated to do their work. Motivated personnel is excited to improve the working environment and create new ideas for the job. Job satisfaction improves the company´s profitability as well and reduce sick leaves. (Kauhanen 2016) Employee engagement is a manifold issue and result of many aspects in the working place and working environment. Management is in the important role to keep the balance inside the working place and steer the personnel to the right direction. Management must support the personnel and set the bounds in working ways. It should also notice employees as the individuals and take time to discuss with them about their thoughts.

All the different aspects considering well-being are linked to each other so when the base in the employee's well-being is in a solid state, team work inside the organisation is going to improve as well. Team work and the right atmosphere inside the working culture are crucial to implement the "we" -factor in the company. Collaboration inside the company is essential and the team must create their own rules to gain the best benefit (Mullins & Christy 2010, 307). This thesis explains the meaning of a good and enthusiastic teamwork and explores the ways to maintain that. Working together and sharing thoughts and ideas inside the company or organisation is the base for the balanced atmosphere in the working culture. Every member of the personnel should feel his or hers work important and have possibilities to impact on their job description and working ways. Heinimäki (2018) explains that teams in working places don´t work properly if the team members don't share the company´s values. Understanding the meaning of every team member´s job and the way company operates, sets a base for the shared values.

The topic is relevant in nowadays working life where the employees confront constant changes. The employees and the managers are under stress and balancing between their job tasks and well-being. To maintain the ability to work, organisations and companies must consider their employees well-being from many aspects. Creating the we-factor inside the working culture makes the company stronger and unite the personnel. It is important that every member of the personnel feels their job valued and as an important part of the organisation´s actions and success. If the employees can participate in planning their job description and company´s actions, it will increase the importance of their own work and loyalty towards the company.

The research concentrates in well-being at work and it contains questions about teamwork and employee engagement too. Aim is to find out how these aspects create well-being at work. In chapter 1, the research frame and questions, data collection methods and aims of this thesis are presented. Chapter 2 presents the thesis framework which comprises well-being at work, teamwork, employee engagement and the effect of management in these themes. Definition of well-being at work is combination of different aspects. Ministry of Social Affairs and Healthy in Finland (2019) present that well-being at work consists safe, healthy and pleasant work. Defining the term well-being is not so simple because it is dependent on individuals' experiences and thoughts. Still there are some continuous themes which are presented in many of the references.

Employee engagement can be hard to specify, and it consist many issues. It is also a theme which can be hard to measure inside the organisation then for example issues related to working atmosphere or management´s actions. Employee engagement can be shown as motivated employees, low turnover and increased profitability. If the personnel is satisfied about the work and the working culture, it computes costs related to sick leaves or costs in recruiting. Figure 1 describes three steps which are the base for this thesis. Combining theory base and results from the research, brings up ideas for development processes.

Figure 1. Content of the thesis from start to finish.

1.1   Research frame and research questions

Thesis combines multiple theoretical references considering well-being at work and the meaning of well-being related to employee´s loyalty and motivation. Well-being at work is topical and trendy subject and organisations are concentrating in these themes even more. Definition of well-being at work various and there are multiple factors affecting in that. Teamwork and working together inside the organisation are the one main point in this thesis. Managerial work has important role related to this subject mentioned above and research is concentrating also in that. Teamwork and managerial work are strongly related to the experience of well-being at work. Thesis is contributed for Häme University of Applied

Sciences (HAMK) for the division called Työelämäpalvelut. It is located in Hämeenlinna and it provides further training and development services for working life. For students studying in HAMK, they provide different kinds of projects related to working life which gives an opportunity for the students to make the most of their studies. Students and companies can search for thesis subjects, practical training periods and positions with the help of Työelämäpalvelut. (Häme University of Applied Sciences, n.d.) This thesis is based on three research questions. Following research questions support the thesis and the research questions are:

1. How to improve well-being and teamwork in the working culture?

Well-being at work is one of the main themes in the thesis. Working in a team is a needed skill in the working life. Different tasks require teamwork beside individual contribution. Defining what well-being and teamwork means must be done to understand what must be modified and developed. Teamwork can be implemented as a working way for the whole organisation and all the employees are divided in to teams. Teamwork can also be understood as a whole working community. To improve issues related to well-being at work and team work inside the company, the knowledge about the current situation must be clear. The thesis figures out these themes with the help of the qualitative method (interviews). These two topics goes by hand in hand and are strongly related to each other. The improvement processes are planned according to the organisations needs and every process is unique.

2. How to improve employee engagement?

Employee engagement is a result of valued and balanced working culture. Employees must feel that their job is important, and their opinions are respected. Employee engagement consist many different aspects related to well-being in working place. Working culture and atmosphere are issues that can strengthen the employee engagement. The knowledge and the current situation concerning employee engagement must be figured out first. Employee engagement is a big complex which should be dealt in smaller parts. Employee engagement can be considered to be a result of well-being at work, but it is also a strong indicator of well-being at work. High turnover and low level of employee engagement can be results of poor state of well-being among employees. Improving employee engagement can decrease the costs related to recruitment and productivity. It is proven that engaged employees are most likely motivated and work in a productive way, which has impact in organisations productivity and efficiency as well.

3. What management must take in to account to improve teamwork and employee engagement?

Management must take notice that the members in every team have different personalities and values. These affect in personnel´s job and attitude towards work. The employees have different kinds of teams where to operate and this sets a challenge for the management; how to manage different kinds of teams and improve their teamwork and employee engagement. Maybe the most important thing related to this is that the management should learn to know their employees and understand the way they operate. The management can support the employees in all the areas mentioned above with the help of different tools and ideologies. Maybe the most important thing is that the employees must be treated in a human way and the management should understand the importance of the individualism. The individual approach has increased over the years and it has had impacts in the change of the managerial work too. The management´s role and the managerial work have changed more in to the direction where supervisors act as a leader and guide the employees to the right direction in a way that the employees have possibility to effect on how they achieve the settled goals.

1.2 Data collection method

The thesis is implemented as a practise-based thesis. Usually in this type of thesis the commissioning party shall have concrete development tools and ideas for their organisation. A practise-based thesis means that the commissioning party has a need for concreate tools for example a need of development ideas or improving efficiency according to curtain actions (Häme University of Applied Sciences 2018, 8). In this type of thesis, the idea is to improve and develop work practices and methods with the help of proper research methods and the responses from the company or organisation. The knowledge base and the experiences inside the case company are gathered by qualitative method. Qualitative research methods are justified in this case, because the aim of this research is to get experiences and viewpoints from the personnel. Qualitative research methods are ideal to figure out and explain personnel´s social activities and thoughts (Yin 2015, 9). These methods are also flexible and gives space for the respondent but also for the interviewer. Interviews can be challenging because they are no guarantee on the answers and interviewees should be chosen carefully. Quantitative research methods would fulfil the research but in this case interview as a qualitative research method was the only method in use. It was mainly so because of the schedules related to the thesis process and because of the small number of interviewees.

Interview is the most common research method and there are different types of interviews that can be used. Choosing the right interview type

depends on the research behind it. In this thesis data collection was made by theme interviews. Different interview types are:
- Structured interview
- Semi-structured interview
- Open interview

Interview can be organised as a structured interview when the group of interviewees is big. Interview is implemented by form where the questions and order of the questions are same for every respondent (KAMK University of Applied Sciences 2019). Analysing the results is quicker than for example in the open interviews. Semi-structured interview can be also called theme interview where the interviewer has determined themes and questions for the interview (KAMK University of Applied Sciences, 2019). Semi-structured interview is suited for situations, where aim is to find out information about emotionally difficult subjects or subjects that interviewees aren't used to talk about (KAMK University of Applied Sciences, 2019). Interviewer can discuss about the themes during the interview with the interviewee and modify the questions if needed if the questions consider the themes agreed in advance. Open interview is practically discussion between interviewer and interviewee. There are no certain questions for the interviewee and interviewer doesn't guide the discussion (KAMK University of Applied Sciences, 2019). This kind of interview takes time but is most likely the best option when there are only few people answering the interview and aim is to find out difficult issues or deeper opinions and feelings. Forms or questionnaires aren't use in open interviews. Like the name "Open interview" says, this kind of interview type is open discussion without interviewer guidance. Main theme of the interview is selected beforehand according to the research, but interviewee can quite freely guide the discussion in the wanted direction. (Saaranen-Kauppinen & Puusniekka 2006)

Interview is practical and easy way to find out the experiences and feelings about working ways and issues that effect on that. Implementation of the interviews takes time and effort, but interviews provide the best knowledge about case company. Theme interview sets a selected framework for the interview which helps interviewee and interviewer to concentrate in few selected topics rather than huge complex. The interview situations and theme interview as a method, provides opportunity to react on interviewees responses and the research will be modified according to the respondents.

1.3   Aims of the thesis

Aim of the thesis is to figure out different aspects of well-being at work. Teamwork, employee engagement and role of management are the main aspects in this theme together with the bigger concept of well-being at work. Thesis is implemented strongly on theoretical framework and

compares different kind of research material. Thesis includes theme interviews which helps to deepen the gathered knowledge in practise. Research will also show are the chosen topics for the thesis and the research right and topical subjects in the case organisation. Interviewees have different kind of background and experience in working life and the expectation is that they will provide various responses about the discussed themes. Combination of interviews and theoretical background gives good tools to figure out the topic and lead the discussion about well-being at work in everyday life. This combination also gives useful information about how to improve these themes in everyday life.

Finding out answers for the research questions and deepening the knowledge about the topic are part of the aims for this thesis. With the help of the research, theory and knowledge base can be combined and create a wider complex from the topic. Thesis also aims to deepen the knowledge of the topic for the thesis implementer. Research aims to attract attention towards the topic and have open discussions with the interviewees about themes. Hopefully the interviewees can also get something out of the interviews and the material produced according to the answers. Because the employees as an individual are also responsible about their welfare and the state of well-being in their working community, thesis provides useful information for employees to utilize themselves.

2 WELL-BEING AT WORK CONTAINS DIFFERENT FEATURES

Well-being at work as a concept is quite wide and various topic. As already mentioned in the introduction, this theme in working life is very topical and actions towards employee's welfare are under continuous improvement process in most of the companies and organisations. This chapter investigates the concept thoroughly and brings up different themes related to this topic. Well-being at work is formed from tangible assets and intellectual capital (figure 2). The meaning of intellectual capital has increased over the years and social assets are part of this category. Social assets have become important and support the whole concept of well-being at work. Manka & Larjovuori (2013, p. 8) presents that intellectual capital retain skilful leadership, communality and relationships between employees. The value of intellectual capital may be the biggest expense in labour-intensive businesses. If there is no input in social assets the risk of getting ill and block up of information may increase. Tangible assets are for example the constructions, machines and working environment; the physical objects and things, which affect in everyday work. Beside social assets, intellectual capital includes also structural elements of work like working ways and operating instructions but also psychological capital.
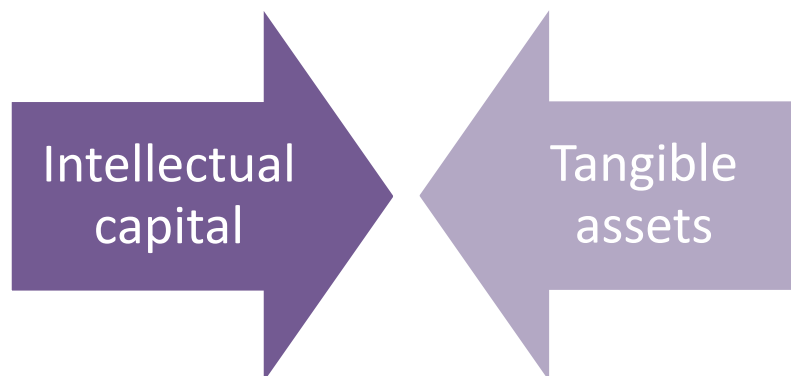

Figure 2. Well-being at work is formed from intellectual capital and tangible assets.

Well-being at work is a result of actions made inside the organisation or company. Self-management has become a term that every employee should know and think about. Managing your own work and welfare is in a key role. Well-being at work is combination of issues related to working environment and welfare which includes all the personal choices in private life and in social culture. Salminen (2017, p. 145) notifies that self-management is important in renewing and changing world and requires capability to set up goals, change own attitude, give and receive feedback, capability to act outside the comfort zone and listen to others. Patient is needed when habits and working ways are changing and there is need for learning new. There are many actions that companies have

made over the years but the job in employees well-being at work is not done. It is continuous development process and different kind of people need different kind of solutions. It is out of date thinking that all the employees will need or use the same solutions. Modern working environments provide individualised services and solutions to support well-being at work. Different phases of life require different supportive actions from the working place as well, because human is completeness. Companies and organisations that understand the differences employees have in their life, create a strong image as an employer.

Enthusiastic and motivated employees are the most important resource that organisation or company have. It is proven that motivated personnel create the best financial result and develop the organisation or company. Nowadays issues related to well-being at work has become a competitive advantage between organisations and companies in recruiting situations. People are more aware about working conditions and possibilities they have and want to use those possibilities. Working environments and character of the work has changed over the years and employees want to discover different ways to do their job. Job is one part of everyday life, but it is not the most important thing and employees want to combine for example family and hobbies with their job more efficiently. Accidents at work has decreased over the years but there are still approximately 116 000 accidents every year which cause sick leaves (Hasu, Pahkin & Puttonen 2016, 9). Psychological safety and employees' experiences about well-being at work has become important part of safety at work. Well-being at work is formed from different aspects which are explained further on in this thesis. Aura & Ahonen (2016, p. 36) have described the content of well-being at work with three categories (figure 3). Taking care of all these elements, welfare and motivation of employees is going to be in good level and productivity in organisations will be in balance. Many theories about the content of well-being at work comes up with same kind of result. The human approach has increased over the years and it is become one of the most important aspects to create well-being at work. It needs different kind of approach in supportive actions in well-being at work and different competences and working ways from the managerial work. Structural and social capital are important as well and these elements show different issues related to the work. New working ways have brought up the ideology where every employee have customers and every employee are acting in a customer's role for someone during the processes. It has deepened the understanding of customers' needs and expectations.

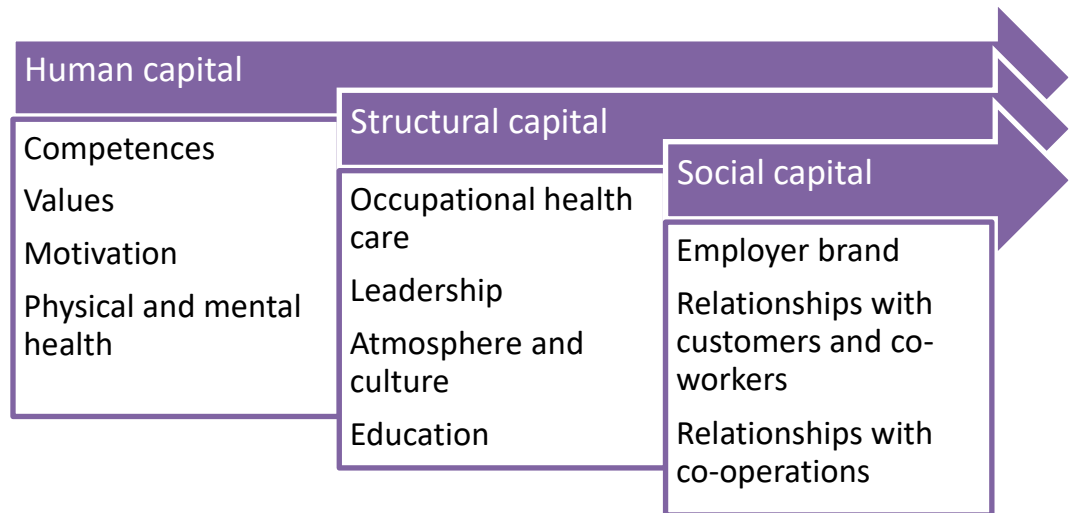| Human capital		
Competences	Structural capital	
Values	Occupational health care	Social capital
Motivation	Leadership	Employer brand
Physical and mental health	Atmosphere and culture	Relationships with customers and co-workers
	Education	Relationships with co-operations

Figure 3. Three aspects which forms the concept of well-being at work.

Employees and management face constant changes and challenges in nowadays working life. Changes can cause stress and frustration inside the working community if the change management is handled poorly. It seems that employees must accept that changes during their carrier are a permanent situation and working culture nowadays is unstable. Change doesn't have only bad aspects; it usually brings up something good as well. If the change process remains unfinished, the benefit of change may be unnoticed (Aro 2006, 24). Employees have different capabilities to accept and adapt change and management should understand this. Change management tools may be useful in this kind of changes and the tools helps to understand the whole process. Because of this new culture in working life, taking care of employees' welfare is more than before. It should be part of human resource strategy and a key element to keep the experts in the company (Kauhanen, 2016, 17).

It seems like employees in nowadays working culture are getting sicker and have more stress than few years ago. Even though companies are trying to solve these problems and develop their actions according to well-being at work. Aro (2006, 16-17) has face same kind of results in the book "Onko työssä tolkkua?" He describes that certain business fields seems to be more exposed to employee's burnout and stress than others. He mentions for example public health care for this kind of business field. Constantly changing working environment and content of work sets a challenge in a well-being and demands different kind of actions from employer and employee as well. The Centre of Occupational Safety in Finland (2018, p. 7) has sealed that when well-being at work is in a good shape, it shows for outsiders too. They have gathered a list of characteristics which shows that companies are taking care of all the elements in well-being and employees are doing well. Well-being at work is shown as goals that are reached, functional working community,

flexible operations and fluent working. Disturbances and changes are handled with care and employees are supported in every step of the way. Work itself produces joy and success and employees feel their job important and valued. Opportunities to learn new and participate in educations are reachable for everyone and sick leaves, turnover and accidents at work are rare.

Main focus in this second chapter is in well-being at work from different perspectives. Theories behind motivation and needs in employees work, are various and the thesis presents few of those. Well-being at work is combination of different themes and co-operations between employees, employer and co-operative partners of an organisation. Together as a team, well-being at work can be improved and it can become a competitive advantage. Further on the thesis combines these theoretical approaches to the researched implemented during the thesis process.

2.1   Definition of well-being at work

Traditional though of well-being at work is that working must be safe. Definitions of well-being at work are various but the main themes are clear. Working conditions must be safe for the employees and methods, tools or conditions cannot be a risk for employee's health. Workload should be balanced in employee's capability to work and be united to employees' skills and education. This creates appreciation towards work and colleagues and sets a meaning for the job. Working community and the spirit inside the company can be powerful support. Sometimes working community may be one of the reasons to weighing the job options. Work itself is of course in a key role. Great Place to Work (GPTW) is a Finnish company which provides services for companies to support and development their enterprise culture. This company can provide consultative services or certification. GPTW rewards the best working place every year. They have determined good working place by this sentence: "Good working place can be determined by the fact that employees trust in the company´s management, are proud of their work and enjoy working with their co-workers." (Kehusmaa, 2011, p. 111). Well-being at work can need supportive actions from co-operations beside the organisation own efforts. Supportive actions are various depending on the organisation's needs. Aura & Ahonen (2016, p. 88) have described the well-being at work as a combination of occupational health care, labour protection, healthy lifestyle, employee benefits and internal communication. Organisations goals and values guide the operations and they should be leaning to the strategy. Leadership and competences of management guide the actions towards the wanted result. Figure 4 shows the elements in well-being at work. It is suggested that strategical choices and actions based the biggest foundation in well-being at work (33 %). Figure 4 shows three themes (well-being in managements actions, managerial work and human resources, supportive actions for well-being at work) which are important role also.
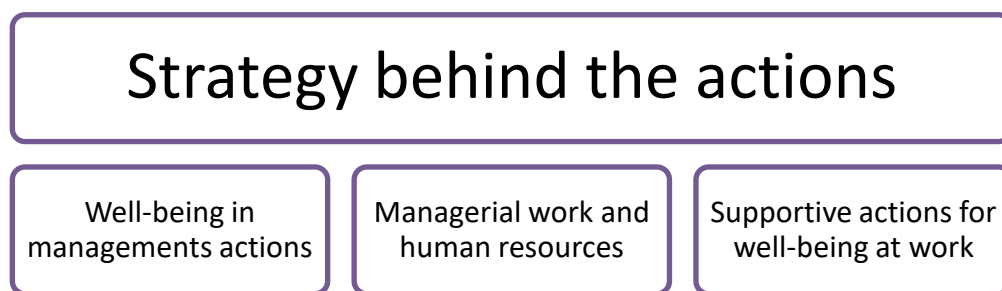
Figure 4. Different sectors which formulate the well-being at work (Aura & Ahonen 2016).

Institute of Occupational Health in Finland has launched the figure of "House of working capacity" (figure 5) which contains the basic elements of well-being. The idea of this figure is that as in construction industry, the base of the house must be strong and stable, and that way employee can move to the next level. Different levels of well-being are described as different floors of the house. When all the floors are stable, the house stands on and the roof, "Working capacity", stays at the top of the house. There are different aspects affecting in the working capacity, which come from outside the house. The environment where we operate, our social networks and closest relationships affect in our working life. If some of these floors are not in a balance, in can easily affect in the other floors and have unwanted consequences. (Finnish Institute of Occupational Health, n.d.) Figure crystallize the most important elements of well-being at work and shows in understandable way why all the elements are important. Taking care of all these elements takes time and effort but is worth it.
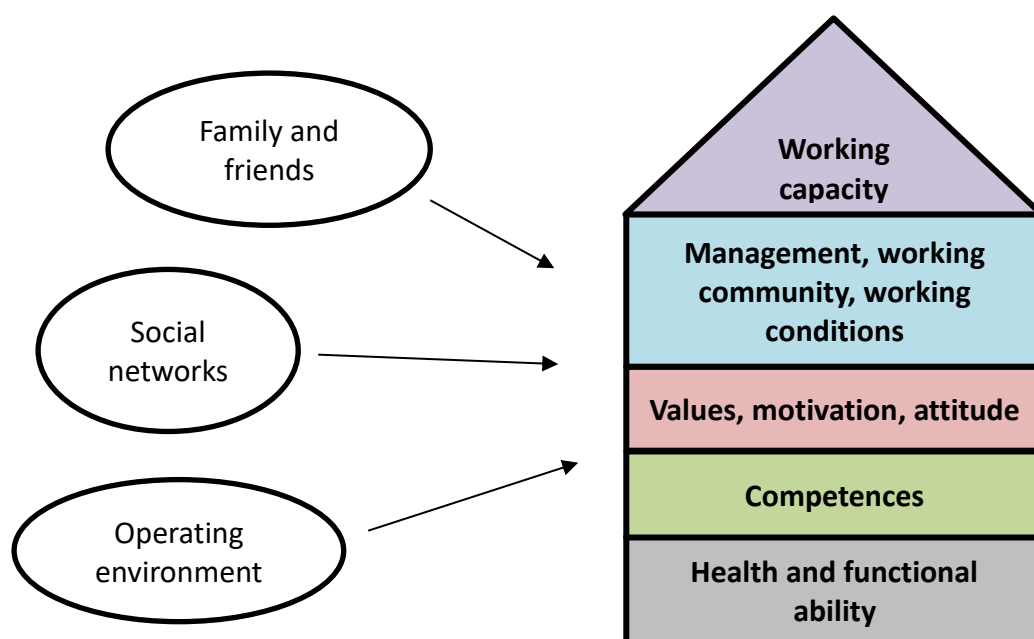

Figure 5. House of working capacity (Finnish Institute of Occupational Health n.d.).

Based in the figure 5 (House of Working capacity), Kehusmaa (2011, p. 112-113) has launched four themes which sets the base for well-being at work (figure 6). In the middle of the figure is the theme working conditions which means the facilities and equipment's which are needed to accomplish the work. Balance in workload, meaningful work and appreciation belongs in this theme too. Work itself should fulfil the individuals thought of work and most of the steps can be found in Maslow´s hierarchy of needs, which present the basic needs of a human being. Communality and relationships are raised up the third triangle: Working community. Social needs are usually fulfilled with the help of functional working community. Importance of leadership has increased and changed the form of management. Functional leadership is fear and trustable, it develops the organisation´s culture and provides support.

Figure 6. The triangle of supporting elements of well-being at work.

Enthusiasm inside the working community motivates the employees to do their best and develop operations inside the organisation or company. Developing own competences inside the current position or working place creates loyalty towards employer. In the other hand, if career choices or developing own competences is not possible, it can cause frustration and lack of motivation. Well-being and coping at work should be linked to the everyday work and not lay it out in a separate function of the company. The way how different kind of people experience work as a part of their everyday life is different. All in all, the main purpose of working and working community comes from the basic needs of person. These basic needs are psychological safety, security, need for appreciation and need for social connections (Kehusmaa 2011, 19). These are aspects that both, employees and employer, should affect.

Well-coordinated and integrated complex of well-being at work can be an appreciated advantage when competing about employees. Coping at work is crucial to operate as an employee. Management or supervisor have responsibility to notice and take a hand about employees' exhaustion. Usually reasons behind exhaustion could have been noticed in earlier stage and them could have been possibilities to make corrective actions beforehand. Reasons behind exhaustion or sick leaves can be various and figuring out the reasons may be difficult. Seppo Tuomivaara from Finnish Institute of Occupational Health (2014, p. 15), has presented a model called "Iceberg model of work community". This model (figure 7) helps to understand that reasons behind burnout and employees´ exhaustion can be various and developed over the years. The model shows that there are many issues which doesn't show in public in this matter. Actions made inside the company and everyday life may seem quite harmony and balanced, because the boundaries and regulations are adjusted. Still employees may face various problems that requires experienced supervisor to figure out the real state of working atmosphere.

VISIBLE PART:
- Premises
- Instructions
- Organisation charts
- Action plans
- Information systems

INVISIBLE PART:
- Chemistry and relationships
- Attitudes and values
- Problems in trust
- Lies, suspisions, fears
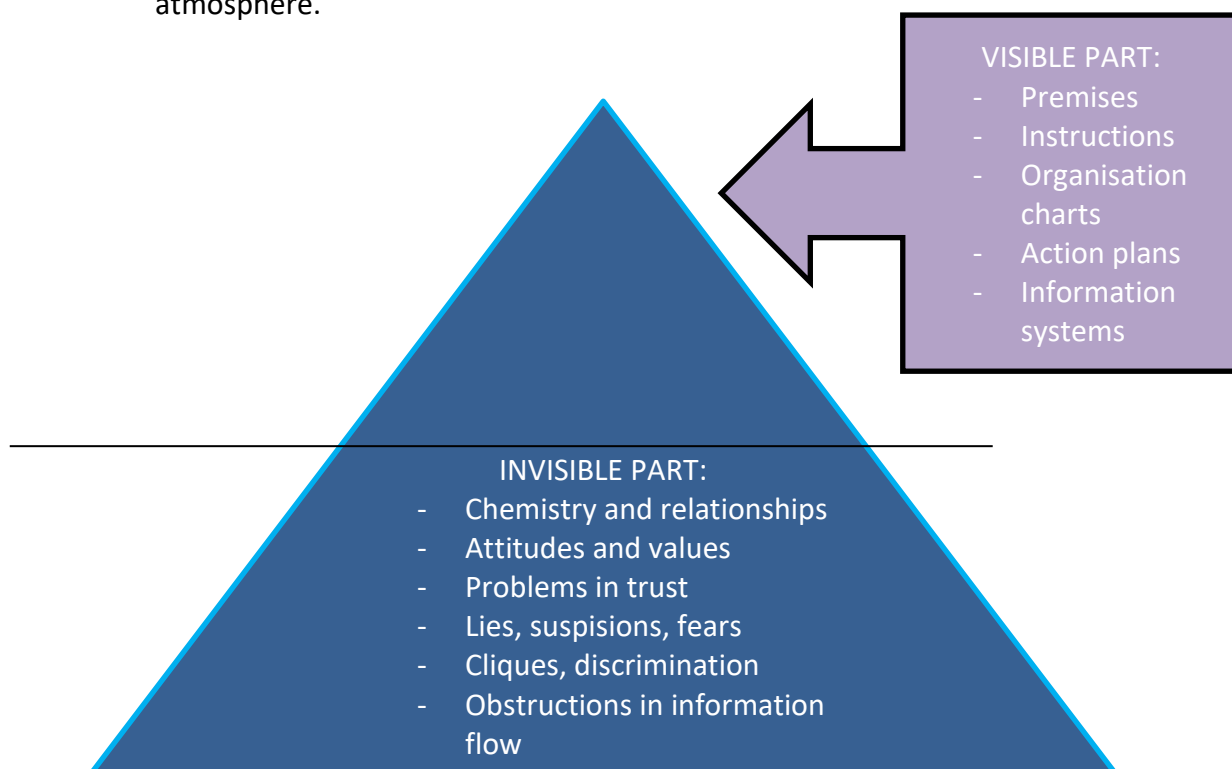- Cliques, discrimination
- Obstructions in information flow

Figure 7. Iceberg model of work community (Tuomivaara 2014).

Legislation in Finland has regulated the first steps of well-being at work in the 19th century. Back then, main factor in working culture was that labour market organisation had co-operations and joint working ways. Over the years, the importance of occupational health and safety and co-operations between employer and employees became important part. When reaching the 21th century the role of employee has changed, and employees have more responsibility towards safety and well-being at work. Actual concept of well-being at work was launched later at 21th century and at the beginning the term meant promotion of well-being at

work. These activities were usually based on short-time campaigns considering physical exercise. (Kauhanen 2016, p. 21-23.) Campaigns may raise the team spirit and atmosphere, but long-lasting affects are rare. Well-being at work is a big complex and understanding the different aspects inside the well-being at work is the first step to improve and maintain issues. To accomplish fully good stage of well-being at work, all the sections should be handled. Every employee must feel their job safe and have tools to do their daily work. Well-being at work include psychological safety as well. It means that every employee has opportunity to express their opinion without fear of being mocked or laughed at. To maintain psychological safety in working community the atmosphere should be open and professional. Well-being at work is combination of employee's personal life and issues related to their work. There should be different operations models inside the working community which sets bounds to every day work. Work load, working hours, tools and support from supervisor should be balanced to avoid unnecessary stress and lack of motivation. Preventive actions are in an important role to prevent problems but also to determine problems that have already appeared (Kärkkäinen 2002, 24).

Diversity challenges the well-being in its own way, and it should be noticed in organisations. Diversity contains for example:
- Culture
- Gender
- Age
- Nationality
- Education
- Personality

All these matters explain the way we act as a part of working community and how we do work. Some of characters may occur only in certain situations and may come as a surprise to the working community. Understanding diversity helps to adapt different kind of employees and helps to understand why colleagues behave in certain way. Theories and tests about personalities may be useful tools inside the working community to find out employee's personalities. Personality affects for example in how employee experience stress in his/her work. It also affects in the actual reaction of stress; some feel they have more energy under a stress but for some of us, even a small amount of stress may jeopardize their ability to function. (Mullins & Christy, 2010, p. 129-130, p. 140.) Equal opportunities in working life despite diversity is still a challenge and it seems that one of the challenges considers equality between men and women. Education personnel to understand the meaning of diversity and the ways to make it a positive thing is a key to promote equality. Co-operating and benchmarking are also a useful method to assess the situation in diversity and equality in own organisation. (Nordic Business Forum, 2019.)

Well-being at work is combination of different issues which lead to the welfare of the employees and healthy organisation. Well-being at work should be one important part of the actions beside efficiency, leadership. Sydänmaanlakka (2004, p. 101) has launched the idea of intelligent organisation which has ability to change and develop according to the needs of changing working life. But to achieve this, all the aspects in the organisation strategy and everyday life must be notice (figure 8). Themes of an intelligent organisation are partially related to the figure 6 (p. 12) in this thesis which showed the element affecting the well-being at work. Leadership and work-related themes, such as the work itself and growing own competences were highlighted in the figure 6.
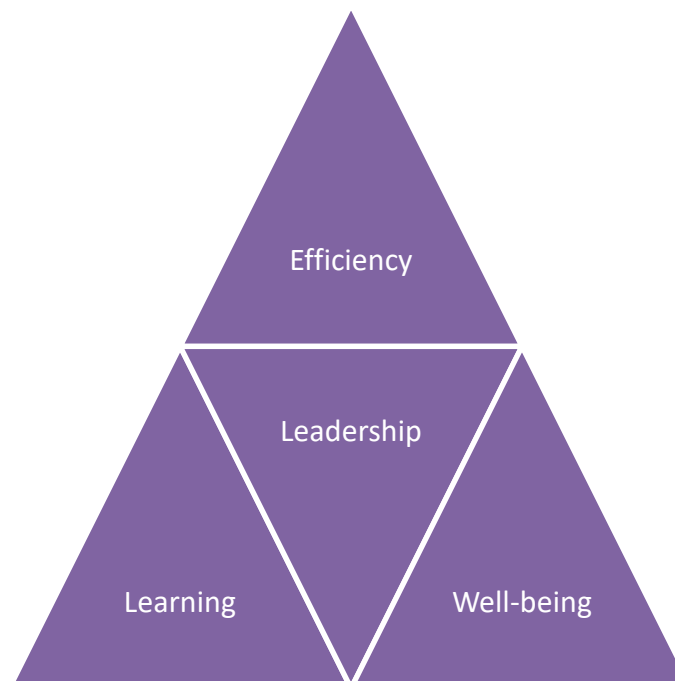

Figure 8. Features of efficient and functional organisation (Sydänmaanlakka 2004).

Elements presented in the figure 8 have also came up in different reference materials. Sydänmaanlakka has highlighted the importance of leadership and the main reason for this may the fact that human approach has increased in organisations. Leadership provides the ground for the successful and efficient work which support the well-being at work. Working in nowadays working culture needs ability and willingness to learn new and educate oneself. Learning has raised in same level as the importance of leadership, efficiency and well-being to support each of these elements.

2.2 Theories behind well-being

There are different kind of theories behind themes in well-being at work and this chapter presents the most commonly known theories which are

Maslow´s Hierarchy of Needs, Job Demands-Resources theory (JD-R Model), Job Characteristics theory, Achievement Motivation theory and Motivation-Hygiene theory. Theories describes the ideology behind motivation and need towards work. Some of the models are modified over the years but many of them have the same basic thought behind the model also in current working life. Idea of the theories is to help to understand why and how to get employees motivated to do their work and what kind of reasons stands behind the motivation. Interesting fact was that all of these models have similarities which are related to individuals psychological and basic human needs. This factor strongly represents that employees should be led and handled as an individual which have multiple factors in their life at work too. Different motivation theories have similarities, but they figure out motivation from different perspectives. Many theories about motivation have similarities with each other and theories can be useful tool inside the organisation to understand where employees get their motivation and what their current state of motivation is. The importance of job satisfaction and motivation to work has become one of the main priors over the decades. Lord (2002) discovered that Herzberg and Maslow were advanced with their research and were able to categories the factors effecting job motivation and satisfaction.

Pardee (1990, p. 17) has come up with the conclusion that manager´s should highlight the motivational factors instead of just focusing on eliminating those factors that lowers motivation. Organisations and companies should concentrate to reinforcing the positive actions and motivational factors to be able to support their employees. Motivated employees are willing to use their capability and expertise efficiently and will be engaged to their work. Theories of motivation have been used for many decades but also tested and criticized. Marx (1983) studied the usage of motivation theories in companies operating in South Africa. He found out that theories were not used in the most profitable way. Maslow´s Hierarchy of Needs, Herzberg´s Motivation-Hygiene theory and McGregor´s theory which is also called Theory X and Y were the commonly used theories in South Africa.

2.2.1   Maslow´s Hierarchy of Needs

This theory is probably the most commonly used in many subjects considering well-being of human being. It is also used and modified to answer the needs of working life. Maslow´s Hierarchy of Needs has been part of psychology and well-being from 1943. Pardee (1990, p. 5) describes the Maslow´s hierarchy of needs as a commonly used scheme. The model (figure 9) describes different motivational features and most likely there is factors that are suitable for most of the individuals.
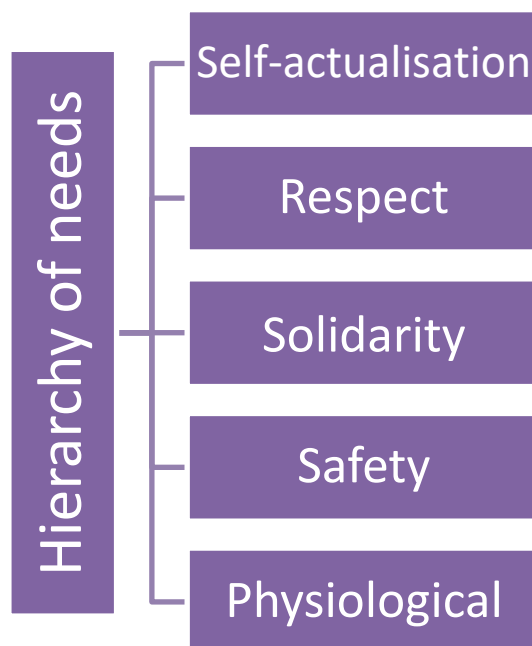
Figure 9. Basic thought of Maslow´s theory (McLeod 2018).

The model is based on basic human needs to full-fill satisfaction towards life and the same elements fits for welfare in working life. Originally the model had five different steps, but the model was expanded in to seven steps in 1960´s and in to eight steps in 1970´s. Currently the eight steps - model is commonly used and it includes cognitive, aesthetic and transcendence needs. Psychological needs contain the basic needs to survive in life for example sleep, food and air. These are all the elements that formulates the base for health and functionality. Safety needs means different elements that make us feel safe in society. For example, legislations, stability in finances and in job and trust towards different elements in society, creates safety in many areas of life. Solidarity support social networks and need for social connections. It contains close relationships and the feeling of being part of groups. Ideal situation is that social connections provide support and acceptance towards personality and competences. Respect is important part for everyone's life, and it can be divided in to two different sections; respect for oneself respect from others. Without one or the other, it may be difficult to feel fully respected. Self-actualization holds in the thought of becoming the best possible version of oneself. To grow and expand competences, knowing own potential is crucial. Three additions made in this model, cognitive needs, aesthetic needs and transcendence needs, have an important role in the growth process of individual. Curiosity and need for information are considered as part of cognitive needs. Aesthetic needs can be seen in search for beauty and balance of choices and life. Transcendence comprise issues that can be hard to explain specifically such as religious faith, conception of meaning of life or science. These issues effect in motivation, values and choices in individual level. (McLeod, 2018.)

Changes made inside the organisation with the help of this model may increase the motivation and engagement of the employees. Contactzilla (2019) presents a simple example on their blog about company that started to use Maslow´s theory behind their improvements for employees. Company´s business field was related to housekeeping of hotels and they wanted to increase their housekeeper's motivation and feel of importance towards their work. They had a team meeting where employees had opportunity to figure out together an answer to a question which was about their explanation about their work for a quest from space. Employees came out with the idea about creating safety and wider experience for the customer than just cleaning the rooms. This inspiration created a new meaning for housekeepers' everyday work, and they felt respected and understood better the role they have in customers life and experience in their company. Richard Bull (2014) has compared this model for suitable business model for entrepreneurs and organisations. There are similarities in the needs of an individual and organisations point of view. For example, the first step of the model, physiological needs, needs that maintain life and ability to operate, is the first step that business have to step on too to create success and operations. If the basic element inside the organisation is not maintained, business will be in a bankrupt.

2.2.2 Job Demands-Resources Theory (JD-R Model)

This theory has been used to evaluate the psychological impacts of employee's stress and burnout, motivation towards work and employee engagement. The JD-R model has been updated and extended over the years to consist all the various elements of employees' psychological needs in working life. Chen & Cooper (2014, p. 37-41) presented four different models related to this theme which were published in the early 20th century and used before the JD-R model. There were called Early Models and all these models had impact on JD-R model. The four models were:

- Two-factor theory (Herzberg´s theory, 1966)
- The job characteristics theory (Hackman & Oldham, 1976-1980)
- The demand-control model (Karasek 1979 and Karasek & Teorell 1990)
- The effort-reward imbalance model (Siegrist 1996)

The core idea of this theory is that working life includes different demands and those demands can either motivate employees or cause stress and exhaustion. Resources are the factors that enables employees to work but resources can also either motivate or cause stress for employees. Motivating resources can be relationships in working community or opportunities to professional growth. Reinforcing both, resources and demands, sets a better standing board for employee and employer. Demands and recourses should be in balance to prevent employees unnecessary stress or pressure. (Hakanen, Perhoniemi &

Toppinen-Tanner, 2008) Bakker (2011) has created a figure (10) which determines the state of employees' situations when comparing job demands and resources. If demands are high but resources for the job are in a low level, employee is most likely going to face burnout. But if demands for the job are high as well as recourses, it creates work engagement and success which motivates the employee even more. Low demands and resources easily create apathy and lack of motivation. This is usually the situation when individual feels that they´re job isn't important or meaningful and resources to develop own capabilities and knowledge are non-existent.
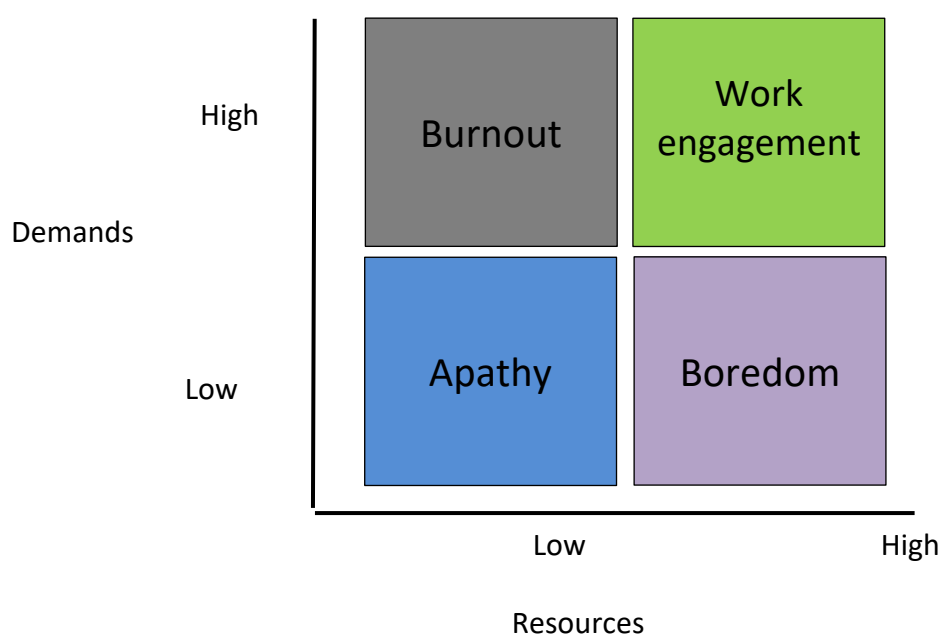
Figure 10. Causes of job demands and job resources (Bakker, 2011).

According to Breevart, Bakker & Demerouti (2013, p. 33), resources can motivate to do the work and achieve realistic goals but in the other hand fulfilling demands of employer or job may motivate the employee as well. When using this model, it's important to understand that by eliminating negative demand or resources from the job, doesn't automatically mean that employees are satisfied and motivated. Commonly the demands in working life cannot be fully eliminated and employees experience those issues as a burden. Positive demands set the possibility to reach for further and develop as an individual. This can increase motivation towards work. Resources support the experience of success and communality. In the worst-case job demands can lead to lack of motivation and after a while create a burnout or sickness. Job recourses can beat job demands and prevent the negative result of job demands. (ARK 2016).

2.2.3 The Job Characteristic theory

Theory was founded in 1970´s by Richard Hackman, professor of Social Psychology and Greg Oldham, professor of Business Administration. Theory is based on Two-Factor theory which was founded by Herzberg but is concentrating on motivating factors related to working conditions as in individual level. Main notification they had was that if employees feel their job unsatisfied or boring, motivation towards work cannot be the best possible. They created a model where motivation towards work is based on three categories: core job, psychological states and outcomes in personal and organisational level. (Flixabout.com, 2017). Saavedra & Kwun (2000) describes the theory as a tool which can help to predict attitudes and behaviour of an individual employee towards their job. One main idea behind this theory was to find out a way to enrich job if the employee isn't motivated about the core job. Job enriching may give an opportunity to grow own expertise and maintain the motivation. When for example individual's productivity or other out-comes are getting lower, this model can be used to reorganise the job content. It gives information about employee's motivation, abilities and values related to work. Model can be used incorrectly which waters down the meaning of enriching work. (Faturochman, 2016)

Core job
- Ability to use various skills
- Understanding and completing job from start to finish
- Significant work
- Responsibility and self-management
- Feedback

Psychological states
- Meaningful work
- Outcomes of the work
- Results of the work

Outcomes
- Internal work motivation
- Satisfaction from work
- Cut down of absenteeism and turnover
- Quality of work
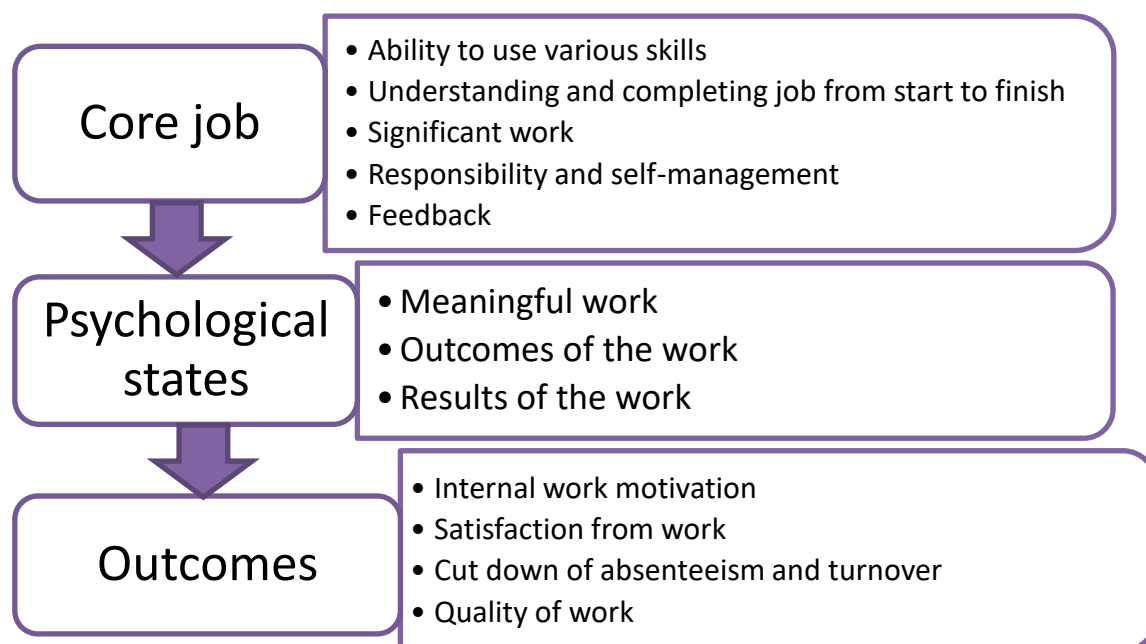
Figure 11. Summary of Hackman´s and Oldham´s Job Characteristics theory (Flixabout.com 2017).

Figure 11 shows a summary of the motivational factors and the connections between these factors. The three main factor (core job, psychological states and outcomes) are jointed together. Core job factors has to be satisfied before individual employee can experience the psychological states or outcomes. First psychological state, meaningful work, can be experienced when employee gets straight feedback from

their customers or have a success in job tasks. Three factors in Core Job category are affecting in the experience of meaningful work. Meaningful work combines various of skills, understanding the task as a whole and understanding the significance of the work. Responsibility about the outcomes of the work can be experienced only if the Core Job factor responsibility and self-management is reached. This factor offers employee freedom to deliver their work in a best possible way and that way have full responsibility about the outcomes as well. Knowledge about result and activities, is received trough feedback, which is one of the core job factors. Feedback can come straight from the customer to employee and some other way. Third category in the model was outcomes and experience and feelings considering outcomes, can only be created when then mentioned psychological states are attained. Internal work motivation, satisfaction from work, cut down of absenteeism and turnovers and quality of work are all results of fulfilling the psychological states of an employee as well as the core job factors. (Flixabout.com, 2017). Positive outcomes need enhanced motivation from individual which can be a result of a good atmosphere in working community and satisfied work. Readiness to constantly improve own actions and shared operations, is key factor for high quality work.

In 1980´s professors Hackman and Oldham discovered that not every employee wants to achieve all the elements in Core job section and modified the model according to that. They created three moderators as an addition to the model, employee growth need strength, knowledge and skill and context satisfactions. First moderator means the driven strength of learning and accepting new and need for self-development. This moderator imitates Hertzberg´s motivating factors and Maslow´s self-actualization needs. Knowledge and skill -moderator holds in the capability's employees have which can cause either job satisfaction or dissatisfaction. Third moderator, context satisfactions, can be imitated to Herzberg´s hygiene factors and can be various depending from the individual. (Flixabout.com, 2017.) All three moderator challenges leaders to consider the effect of these moderators when planning job tasks for individual. The theory model can be used to evaluate current situation inside the working community with the individuals. For example, increased absence from work could be needed state to evaluate the Core Job factors which may give the answer to increased absence of some employee. The Job Diagnostic Survey (JDS) was created in addition to this Job Characteristics theory. The core idea of this survey was to find out and evaluate just the job characteristics in individual level. Examples of job characteristics used in this survey are task identity and significance or feedback. (Johari & Khulida, 2016).

2.2.4   Achievement Motivation theory

Theory is based on a thought that achievement and goals operate as a driven force for motivation. Achievement Motivation theory leans to the

Maslow´s Hierarchy of Needs in some points. This theory was invented by psychologist David McClelland in the early 1960´s. Idea of the theory is to pack the motivation in to three main categories (figure 12); achievement, power and affiliation. Achievement as a driven force of motivation means that employee is concentrated in performances and aim to go ahead in their work. This kind of employees want to have feedback from their work regularly to have information about their achievements compared to the achievements their supervisor has set. This kind of employee wants to do the job in best possible way and want to be efficient. Motivation about the goal and achievements is so high, that employee is willing to take risks and put all the effort to accomplish the job better than others. Goals must be realistic but challenging. (Moore, Grabsch & Rotter, 2010) Employees who prefer power as their resource for motivation, want to operate in an environment where control and discipline are in commensurable. Frustration in situations where they don't have enough control may occur and have impact on their work. Affiliation means that employee appreciate the relationships highly inside the working community. The response from group they are in, is important and they want to maintain good relations among competitiveness or risks. (Maharjan, 2018).
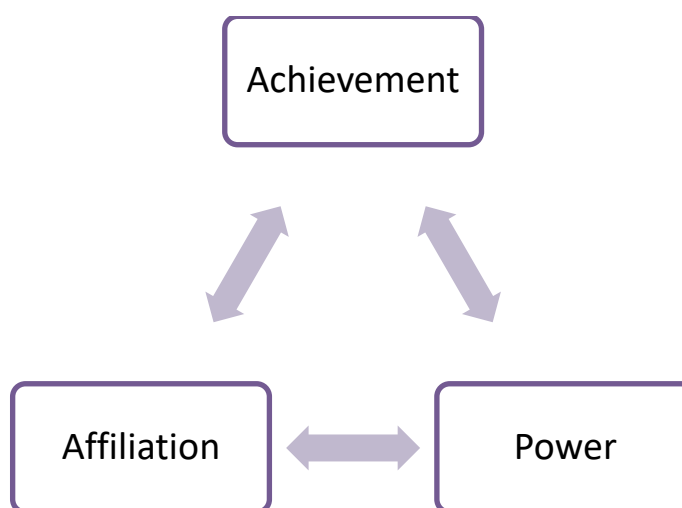
Figure 12. Three definitions of motivation according the Achievement Motivation theory by David McClelland.

The theory is a helpful tool to asses motivation towards work and it can be done from time to time (Boogaard, 2018). This theory has similarities with Herzberg´s theory which was based in motivation and hygiene factors. Herzberg´s motivator-factors seems to be in the centre of motivation in those people who are motivated by high achievements. McClelland´s theory differs from theories mentioned earlier in the text, by highlighting social needs of an individual. Royle & Hall (2012) point out that the needs categorised in the Achievement Motivation theory are needs, which individual has learned over the time. They have studied the McClelland´s theory in a context of accountability and find out that there are connections between the theory and the feeling of accountability among individuals.

2.2.5   Motivation-Hygiene theory

This theory is created by psychologist Frederick Herzberg in the 1950´s. The theory can also be called as two-factor theory or dual-factor theory. The main idea is that there are two kind of influencers in motivation which are called Motivator Factors and Hygiene Factors. Motivator factors can be for example work tasks, salary, benefits inside the organisation, possibility to proceed in career or working community. Hygiene factors may be for example relationships inside the working community, lack of trust, working conditions or problems in management. (Miner, 2005, p. 63). It is noticed that these two factors don't necessary rule out each other. (Contactzilla, 2019). Buchanan (2018) claims that motivators are factors that management and leaders are providing for employees and those factors include for example responsibility, ability to professional growth and challenging job. In the other hand, hygiene factors are formed from the basic factors of operating company such as job security, co-workers and employee´s status. As a conclusion of this, there can be different definitions of the factors depending on the individual but different faces agree that hygiene factors contain the risk of demotivate. Leaders must take care of the demotivating factors to maintain the motivation of an individual employee. If the hygiene factors are unnoticed, company has a high risk of losing the employee. There is no point in concentrating on motivators, if the hygiene factors are not dealt with.

These different factors and the whole idea of the theory was a result of survey that Herzberg made. The main finding of this model was that to increase motivation and job satisfaction should be thought as a process that have two steps. First step is to discard the factors in hygiene section; creating trust between employees and improving the relationships and working community, improving the working conditions according to employees needs and educating management. The second step of the process is to increase the motivator factors which creates job satisfaction. Celebrating the successful changes and increase of job satisfaction, increase further the motivation and satisfaction among employees. (MindTools: Motivating Your Team Using Herzberg´s Motivators and Hygiene Factors, 2018). The challenge is that conception of motivating and hygiene factors various between employees and they need different things to maintain their motivation. Although the model could be used to assess the different factors as in individual level and management could discuss about the factors with the employee. This theory is criticised in many contexts mainly because of the separation job satisfaction and values. Knoop (1994) tested this in his research and found out that the model fulfilled the motivating factors of an individual but there are other values to be added as a motivational factor. Examples of this kind of values are gaining job status and being able to use one´s knowledge as a tool to accomplish own job.

2.3   Issues effecting well-being at work

Good atmosphere inside the working community and motivation to work is based on trust and stability of the job. Unsecure job positions, constant changes inside the organisation and lack of trust will lower the meaning and motivation of work. Job tasks and standards should be balanced according the employee's capabilities and welfare. (Kehusmaa 2011, p. 15). Stress and burnout can be a result of inconvenient job tasks which doesn't respond employee's education, skills or values. Jabe (2012, p. 168-169) points out that well-being at work has become important subject in working life and companies which select the topic as a part of their strategy, have the best results in this area. Jabe also highlights that matters affecting well-being at work can be big or small, depending on the current situation in the organisation. The importance of mental welfare has increased, and organisations have realised that well-being at work has to be planned in many ways. Biggest issues which support the mental welfare of an employee is the ability to proceed in career and develop. This point comes up in many references.

Ability to affect in job positions and working ways increase productivity and motivation towards work. It helps to feel the work valued and important. Career possibilities and career progression creates a path for the employee to develop their competences inside the same organisation. It is proven that profitability and competitive advantage between companies are a result of functional working community and well organised work tasks. Sometimes solutions for better working community and profitability can be quite easy. Liukkonen (2006, 84-86) brings up an example about Toyota which decided to react on employee's stress about constant overtime work in car repair shop. They changed employees working time from eight hours to six hours. This meant that employees will work in two sifts instead of one full day. Overtime work wasn't a problem anymore and company got more customers because their car service staff operated in the evenings as well. All in all, a good example that affected in employees, working community, atmosphere and profitability as well.

For many years' companies have organized lecturers or happenings in the name of well-being at work for their employees. Aro (2006, p. 29) questions that will this kind of events reach the issued goals and gain the best possible result. At least this cannot be the only solution for the well-being at work. Organizing an event in once or twice a year cannot maintain the ability to work all over the year. Finding out what employees get from these events helps to organise events that really effect positively for the ability to work. Employers in Finland have used different kind of gift cards to support employees' cultural experiences or exercising opportunities. Well-being at work is lot more than just this kind activities. Problems inside the organisation should be dealt with immediately when recognising problems. Problems inside the working places will affect

negatively in everyday work. People face different kind of harassment which is most likely verbal harassment. Psychological safety can be jeopardized in verbal harassment or in other ways of bullying. Kehusmaa (2011, p. 64) has drawn the conclusion that verbal abuse and issues affecting psychological safety are the most problematic issues in working places. This kind of harassment can be seen in many ways (figure 13) and unfortunately it is common despite the fact that employees in working life are most likely adults.

Psychological harassment	Unreasonable demand of work load or schedules
	Exclusion in communications, meetings and events
	Unnoticing capabilities and knowledge related to work tasks = too frugal jobs
	Social separation
	Mocking, humbling, hold up to ridicule, smearing, rumouring
	Questioning the mental health

Figure 13. Features of psychological harassment (Kehusmaa 2011).

Communality and social networks are the basic human needs. People need social connections and activities during their work day. Social connections and networking may be the most important issue for some employees in their work. Working places are communities which can support and encourage employees. In the other hand, badly functioning working community may be the reason why employee change the working place. Workplace should take care that they reserve enough time to support communality in everyday work. All the discussion and meetings cannot be about actual work issues all the time. Communality is also about planning and developing issues together as a whole team. When employees operate in a tight schedule, there is a risk that there is no time for social activities inside the working community. Aro (2006, p. 40) introduces a "Cycle of production" (figure 14) which demonstrates well the actions and causes in a situation where companies don't invest in communality. When one thing is missing, it effects in every link in the future and the situation gets worse if the cycle is spinning.

Figure 14. Cycle of production effects in communality (Aro 2006).

Cycle of haste and pressure about productivity of labour can be seen in nowadays working places. Companies can easily focus just to increase productivity, but it can cause harm to employees' welfare and repairing those damages can come expensive. Communality can be seen in working community and in the atmosphere in working place. Well operating working community is open and there is room for discussions and decisions made by the management are well sounded for the employees. Unnecessary competition between employees, disturbance in co-workers' job or other kind of harassment and jeopardizing co-workers psychological safety can be outcome of problems in communality.

Combining work and personal life is starting to be one main factor on well-being at work. It sets a huge challenge in this modern working life were can be hard to separate work and free time. Many employees can feel stress because of this and feel that they must be accessible all the time. This is a subject where basic concept of leading yourself can solve some of the problems. Usually the matter of combining work and personal life comes up concerning families and children. Ability to do remote work and have flexibility in working hours, can be in a key role for employees to flexible combine these two. The official guidelines must come from management. Companies in nowadays changing working life have taken these matters in to their strategy and that is a strong message about concern and flexibility towards this matter. It is a clear message about what kind of values the company presents. (Aura 2016) Kärkkäinen (2002, p. 97-98) points out that well-being at work can be improved by eliminating things that causes frustration and lack of motivation. Waiting attendees to participate in a meeting is introduced as one example about this. If someone in the team is late from the meeting, time is consumed from all the members. Other examples are unclear job tasks, problems in communication or pointless meetings. Changing these issues improve well-being at work and increase the working motivation. Flexibility in

working ways and working hours can improve well-being at work. Remote work may be on solution for that and it could be useful way to work in certain life situations.

Tradition in business is that the main values in organisation are created for the organisation are launched for employees and partners in cooperation's. Values create a path towards the strategical goal but unfortunately those values often don't act as real values in daily life at organisation. Leaders should share the values inside organisation in order to act according to those values and put those values in to practice. (Sebaly, 2017, p. 49-50) Employees should share the joint values in the organisation. Job satisfaction ja engagement will be lower if the job itself doesn't meet up with the personal values of an individual. It is hard to improve own work if there are valuable issues which are inconsistency with the individuals own thoughts. Values effect in working motivation. As the work itself has changed during the years and working with display screen equipment's have rapidly increased, well-being at work requires different approach than before. Working with display screen equipment´s challenges the well-being of an employee in physical and psychological way. This is also noticed in Act on Labour Protection with the regulation of considering working with display screen equipment´s. Regulation identifies this type of work loading and it requires actions from the employer. Especially issues related to ergonomic working ways and equipment´s which support ergonomic working ways in the working place should be taken care of. (Skurnik-Järvinen, 2013, p. 52) Physical challenges related to this kind of work can be cause of the fact that the work is mostly done by sitting for long times. Psychological challenges may be related to the fact that the amount of information filtered from the displays during the day is huge and it can affect in the recovery as well. Breaks during the work are important and office workers should move around during the day and try to concentrate in working ways and ergonomic issues.

Donald, Taylor, Johnson, Cooper et al. (2005, p. 419-422) have implemented a research based in the relationships between productivity and well-being at work. They found out that productivity and well-being at work has connection and especially stress has affects in individual's productivity and efficiency. Productivity has relation with employee engagement too. One conclusion of the research can be that unsatisfied and stressed employee produce less and most likely engaged to the organisation as well. Overwhelming stress may lead to burnout and in that case the productivity is usually lower. Engaged employee has also been reported to have positive and direct impact in productivity. This can also be explained by the fact that engaged employee is most likely getting support from the organisation which helps to deal with stressful factors and doesn't lead to decrease of productivity. Organisations effort towards employee engagement and commitment, can be seen as low turnovers and increased productivity.

2.4 Responsibilities

Responsibilities considering well-being at work can be divided in to three categories which can be seen below from the figure 15. Talented managers, well organized leadership and support from management are the main key factors to succeed in this area. Well-being at work needs effort from everyone inside the working community and everyone have responsibilities (Hasu, Pahkin & Puttonen 2019, 13). Simple things like greeting and noting other employees in the work place or listening to others, makes a difference inside the working community and atmosphere.

Figure 15. Well-being at work involves everyone in the organisation.

Individuals are responsible about their own welfare as well and that effects in their working condition. All responsibilities about well-being at work cannot be placed on management or company´s shoulders. Leading yourself is a talent that employees need in working life. It means that every employee takes care of their health by eating right and exercising and balancing work by leisure time. Doing things that are important and relaxing for the individual guarantee better work condition. Employees need to control their own stress level and take time for their self and cut down work if needed. (Jabe 2012, 142-144) Kärkkäinen (2002, p. 91) describes the challenge of scheduling and setting the pace for work. This challenge is clearly noticed in modern information work. Overcoming this challenge, employees need ability to self-manage the work and understand the requirements in the work. Self-management is important part of individuals responsibilities about well-being. Employees must balance the workload and personal life to maintain their ability to work. Individuals should take care that there is enough time to recover from physical and psychological work load. Recognising own strengths and weaknesses is part of self-management and it helps to adjust the workload (Tanskanen 2013, 13). Individual is responsible of using those advantages which employer is providing to support well-being at work. Individual employee is also responsible to take actions, if seems that

there are drawbacks that needs to be taken care of. Many references highlighted the fact that every individual have opportunity to build the working community by their own behaviour and attitudes. Managing yourself helps to deal with stress and haste. Sydänmaanlakka (2004, p. 67) explains that self-management provides new opportunities to use the energy and time for something productive. Self-management is also about knowing own competences and thoughts and it can be described as a method of getting to know oneself (figure 16).

Psychological
- Attitudes
- Opinions
- Learning

Social
- Emotions
- Relationships
- Hobbies
- Communality

Intellectual
- Values and goals
- Purposes

Physical
- Welfare
- Recovery

Oneself

Professional
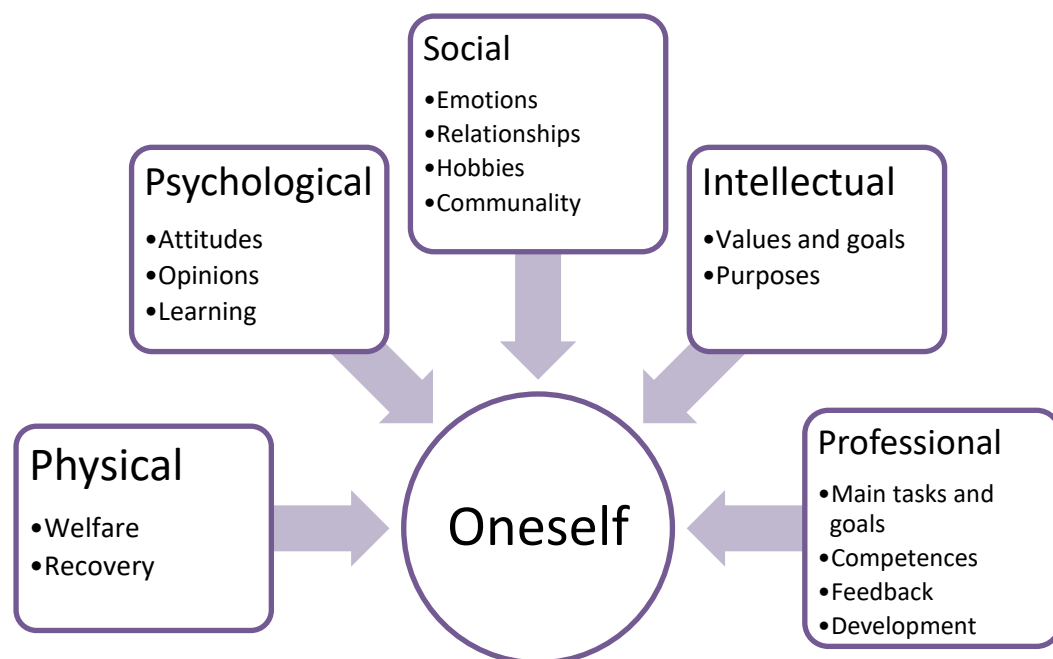- Main tasks and goals
- Competences
- Feedback
- Development

Figure 16. Self-management needs recognition of own aspects in competences and personality (Sydänmaanlakka 2004).

Responsibilities for organisation and management comes from legislation in Finland and from company's goals and visions. Management guides employees to the right direction and makes sure that every employee follow the legislations and rules. Management and supervisor act as a leader and guides employees towards organisations goals with the help of joint guidelines. Employer and supervisor are responsible about employees and have responsibility to act if employee is exhausted. Supervisor can solve the issues and reasons for exhaustion together with the occupational health care. Together with the employee, the situation should be handled with care and make sure the conditions are changed to prevent same kind of situation. (Skurnik-Järvinen 2013, p. 44) Facing risks and making mistakes require courage. It also requires responsibility as a leader to confront that plans made before didn't work out and operations must go on. Admitting the happened and apologizing when it is necessary, support the thought of trustable and co-operative leader, who support his/her team and lead by an example. New ideas and decisions must be clear for the leader so that employees can trust in the leader and keep on working. (Andersen, 2012, p. 67).

Management has a big and important role in well-being at work. Management sets the guidelines for all actions made inside the organisation or company and has responsibility to control that guidelines are implemented, and employees are managed equally. Management and supervisors act as an example for the employees. They have many responsibilities about well-being at work. Understanding different features that management have helps to lead operations and people. Managing employees and different teams needs skills from managing operations, understanding goals and visions and skills in leaderships which gives tools to lead people towards the right direction. Leadership can be described as a coach for the employees. Management has changed over the years and there are new models for management in generally. Sydänmaanlakka (2004, p. 15-16) brings out that traditional casting of leaders and subordinates, is outdated thinking. Nowadays information society and organisations have different specialists and, in many cases, employees acting in specialist role, have more knowledge about the specific area than leaders. Most important responsibility for the management is to provide proper circumstances for the specialists to operate and act according to their expertise. Sydänmaanlakka (2004, p. 17) presents that by understanding the management models used in the past (figure 17), helps to understand and create new ways to lead. Together with these features can be described as a good management. The level and quality of management and current situation can be monitored in many ways. After all, monitored information is the only way for progress and development.

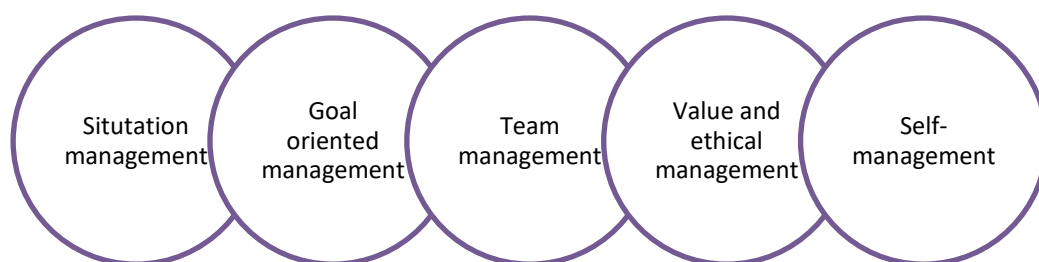Figure 17. Different perspectives of Management (Sydänmaanlakka 2004).

Leader need to understand that it is their job to create a working environment where creativity and innovations are possible, and employees want to do their best in their work. Leader cannot stand alone and run the business. Leaders don't need to have all the knowledge about the actual industry or work, but they have to be ready to give leverage to

employees who have the needed knowledge and experience about the work. Listening to employees and their needs is important for finding out employee's real thoughts and capability to do work. Safir (2017, p. 271-272) speaks about Deep Listening Stances, which helps leader to really communicate and understand employees. She reminds to take notice the effect of nonverbal communication. Nonverbal communication has huge impact on the actual message leader wants to distribute. Tone of the voice, eye contact, body language and vocalizations are part of the communication and can give wrong impression about the actual message. Notifying emphatic ways to communicate and noticing employees, creates the atmosphere of solicitude. Simple questions and sentence from empathy point of view from the leader increases the importance of individualism and employee as a human. Affirmation of the positive and success gives strength to do the best and to increase the atmosphere.

Leadership has been described to consist of two elements which are the factual components and social components. It is also about fully using the capacity that employees have for sake of joint goal. Creating atmosphere, were employees can easily be committed to their job and organisation, is mainly dependent on the leader. Leader must have ethical and equal leading methods and understand of employees' emotion as well. (Klussmann, 2009, p. 58-59). Seems that the value of social and human capital is going to increase in the future. It requires changes in the leadership and working ways. Networking supports social capital and communality of employees. Management should support this and create the opportunities for employees to gain their networks. Clear binding between social capital and well-being at work have been seen. Successful leader can create an environment where the social and human capital are supported and working community has trust between employees and leader. (Kärkkäinen, 2002, p. 38-39) Because the role of management is so important, and it has huge impact in employee's well-being at work, management´s and supervisors must have support to accomplish their work. Educating supervisor is the first step. Supervisor´s need to take care of their own well-being as well and they should have support for that too. Responsibilities and haste may cause stress and difficulties which can be shown by unaccomplished work. (Kärkkäinen, 2002, p. 40) In the other hand, leader needs space for power to be a leader. If the leader doesn't take the power in his or her hands and guide all the decisions, someone else is going to take that power. This is problematic because if individual employee takes matters and decisions in his or her own hands, the result is most likely going to be contingent or false. (Borgman & Packalén, 2002, p. 95)

Trust is the most important thing in the relationship between employer and employees. Without trust, there is no appreciation or respect. May be hard to find reasons to do work or participate in changes inside the organisation, if either concerned is not motivated or feels respected.

Keeping up with the word is part of the trust and employees must be able to believe what leader tells for them. Good leader also explains the situations where he or she cannot tell everything for the employees rather than just being quiet. Trustworthy leader explains the decision he or she makes and sticks in to it. If changes are required, leader immediately explains the reasons for the change and apologize for saying something else. Leaders with untrustworthy feature, have lost their credibility in employee's eyes. The relationship with this kind of leader and employees, change the meaning and become just a relationship where employees are doing what the leader says without deeper meaningful. Employees may feel that they have to protect themselves and because of that, they want to have minimum contact with the leader. (Andersen, 2012, p. 139-140).

Acting as a supervisor means that you are responsible about daily operations inside the company. According to Tanskanen (2013, p. 11) supervisor is the person who divides the tasks between employees, takes care about the employee resources and makes sure that everyone acts according to company´s rules. Possible conflicts and inappropriate behaviour should be dealt inside the organisation or if necessary, supervisor can ask help from their management or their partner in cooperation. Immediate superior is the first link to solve this kind of problems and must be the one which employee can trust on. Supervisor gets joint practices from their supervisor and the management of the company. Those guidelines and practices help to maintain and development management and leadership in lower level. Getting to know employees and their personalities helps to lead employees. Supervisor needs to recognise employee's different kind of needs and modify leadership with the help of knowledge of human nature (Kehusmaa 2011, p. 18). Knowing employee's motivation towards work and their values, helps to build trust and understanding between employee and employer. Teams are built up with different kind of persons and that's why every team operates differently. Management and supervisor should modify the leading methods according to different teams.

Skurnik-Järvinen (2013, p. 62-63) presents that management and supervisor has a responsibility to react in situations where the employees right or responsibilities are disturbed. This responsibility comes from legislation and requires supervisor the start actions when this kind of situation comes in knowledge. Observations are important tool for supervisor to keep track on working community´s atmosphere and situations. Not all employees are able to express if they feel that their psychological safety is jeopardized, or they are treated unfairly. Equality in conflict situations must be noticed and solving the conflict situations should be done by respecting the equality of every employee. Brené Brown (2010) has widely talked about shame that individuals find hard to deal with. This is problematic issue as a leader too and makes decision-making complicate. It has effects in conflict solving and equality issues.

Talking about shame and embarrassment helps to deal with it and make difficult decisions. People are desired for social connections and network and Brown has taught that real connection is not possible if attendees are not ready for vulnerability. Usually this is because of shame or individuals' thoughts that they don't deserve this kind of connection between others. Brown has found out that vulnerability sets a possibility to experience joy and happiness and possibility to create relationships. Not facing the hard emotions or subjects in work life, affects in the experience of successful or positive things. People cannot mark of negative emotions without marking of the positive issues as well. Putting ourselves authentically in a stand in working community is necessary to create trust and connections.

Being a leader requires many aspects and skills. Especially when the working life is under huge amount of changed and we are having different generations in the future as a part of working life. Skills to be a powerful and good leader can be learned if you have right attitude and willingness to learn. Rinne & Seppälä (2019) highlights courage, clarity and trust in leading people. These are characteristics that can be learned even though some individuals have those features in their character. Courage is connected to uncertainty and vulnerability. Learning from mistakes and exploring opportunities cannot be possible if leader doesn't have courage. Andersen (2012, p. 65) determines courage as a power that is been represented through our beliefs and conclusions in spite of our fears. It is common that courage is determined as an action against our fears or courage person is someone who doesn't fear anything. Actions made in spite of fears will change persons functioning and teach more than actions that are not done because of the fear. Clear paths towards goals and visions inside the organisation creates trust towards leaders. Sharing same values inside the working community helps to adapt changes and uncertain situations. The importance of trust cannot be highlighted enough. Leaders have to trust in their employees, but leaders also have need to sense trust towards them. Authentic leader is seen the most powerful leader. Brown (2012) has said that part of authenticity is being vulnerable. This part of basic human emotion is mostly hidden, especially in working life. Vulnerability is united to weak or inability and most of us want to hide those emotions. Decision and actions made by these hidden emotions, are actually ways to protect ourselves from anxiety. If leader hides all this emotions and act according to that, the human aspect of co-operating with people disappear.

2.5 Measuring and monitoring well-being

Well-being at work can be monitored in different ways. Measuring and monitoring are the key answers to begin and maintain development. Most commonly used measuring method must be different kind of queries that can be made for example by the occupational health care in the organisation or company. Measuring and monitoring is part of follow-up which is important part of development process. Without concrete

results and facts about the process and the changes made inside the organisation, development stops. Follow-up helps to make the development continuous. One way to evaluate actions and causes of well-being is the financial point of view. Taking care of well-being at work creates savings and other economic impact inside the company or organisation. Short-term and long-term impact are the terms used in this area. Effects in well-being at work are various. Economic impacts can be measured by the productivity for example. Kehusmaa (2011, p. 81) points out that it is proven that investments made in employees, produces profit in a same kind of way than any other investments. Same kind of conclusion has been made by Manka, Hakala, Nuutinen & Harju (2010, 13-14) and they have explained that investing in well-being at work and improving operations inside the company, is a huge investment in the company´s future. Direct economic impacts can be the decrease of sick leaves and industrial accidents (figure 18) and indirect impacts can be the increase of productivity (Kehusmaa 2011, p. 81).

Figure 18. The process of economic impact when taking care of well-being at work (Fountain Park Oy, n.d.).

Productivity growth will be reached with the help of actions supporting well-being. Following list of suggested actions are:

- Encouraging organisations to use operating modes which support creativity and innovations

- Concentrating in supportive actions for managing duties and human resource management
- Monitoring the ability to work and co-operating with occupational health care
- Focusing and developing the preventive actions, especially in health care
- Take a hand in psychological harassment (modified from Kehusmaa, 2011, p. 82-83).

One way to measure current state in company is to monitor sick leaves or employee's turnover. Sick leaves can cause eventually disability pensions which can be very expensive for the company. Sick leaves also keep the employees busy because work load is divided between the remaining employees. This can cause extra costs and stress for the whole company. Long-time stress can cause exhaustion which lowers work motivation and reduce efficiency. In this kind of situation, it is important to make changes in working environment as soon as possible and contact management and occupational health care (Manka et al., 2010, 18). Aura & Ahonen (2016, p. 39) have presented a calculation of total costs describing the economic impact of well-being at work in Finland. Calculations about the total costs various depending from the author but this calculation has been made by the Ministry of Social Affairs and Health and is based on the situation in the year 2012. It still gives a good view on the fact that how much the well-being at work is affecting in economic situation. Costs which are results of the situation when well-being at work is not in ideal situation, can be huge. Decreasing these costs, may the one reason for improvements in well-being at work. This calculation mentioned above shows that sick leaves, disability pensions, industrial accidents, decrease of productivity and costs in health care seems to be the biggest expense items in organisations economic (figure 19). Total amount of this calculation is approximately 25 billion euros. It means that organisations and government in Finland are losing 25 billion euros in a year because of various reasons related to well-being at work. There is possibility to affect in that total amount of loosed money by improving the issues inside the organisations which causes for example employee's sick leaves or decline in physical condition.

Sickleaves
- 3,4 billion euros

Disability pensions
- 8 billion euros

Industrial accidents
- 2 billion euros

Decrease of productivity
- 3,4 billion euros

Costs in health care
- 8 billion euros

Figure 19. Biggest expense items related to well-being at work in organisations economic.

Interesting point when measuring and monitoring well-being at work is the mention about productivity. It has been proven that when employee is motivated and enthusiastic about their work, they work efficiently which leads to the increase of productivity. But measuring the productivity with one specific tool, seems to be impossible. Individualism comes up in this theme as well, because it is individual that what kind of environment or working ways motivate and inspire employees and will help to increase productivity. Decrease of productivity was one item in the figure above when discussing about costs related to employee's welfare. Finnish references discuss about the term "presenteismi" which can be translated as disabled or presenteeism. It is multidimensional term and depending on the resource it can be identified in many ways. The main description is that employee is physically present in the working place but because of various reasons, is not fully able to function. Decrease of functionality may be result of sickness or lack of motivation. Rissanen & Kaseva (2014, p. 5) have calculated that presenteeism is causing approximately 1600€ per capita for the loosed work input. Presenteeism have been discussed and researched in abroad as well. Johns (2010) describes that presenteeism is showing when employee comes to work during illness.

Occupational Health Care is co-operating in many cases when measuring or monitoring employee's well-being at work. In many cases, they produce the inquiries and reports for the request of organisation or company. They can provide supportive actions to implement the change processes and handle the results received from the inquiries. Turnover

rate has always been one indicator of working environment and the working conditions. If the turnover is high in a short period of time, it raises the questions of what kind of conditions are in that company. High turnover raises expenses in the company and may lower the quality of product or services. Inquiries about working atmosphere, stress levels or working capability are problematic in a matter that they produce qualitative information based in average. It can be challenging to figure out what is the actual condition of a certain division or working community. (Kärkkäinen, 2002, p. 58-59)

Measuring well-being at work consist the value of silent knowledge and the potential inside the organisation. Indicator determined in the organisation should be measuring the positive issues such as commitment and enthusiasm. Employees may have multiple skills and knowledge which isn't taken advantaged in the organisation. This can be considered as a loss of investment. Planning the work tasks according to employees' competences is important part of the planning and it is rewarding for the employee but also for the organisation. Previous working experience, hobbies, volunteer work and different kind of further training programmes add the employee's competences. Human resource accounts draw together all the issues which support the organisations strategy from the human recourse point of view. Qualifications, absence due to sickness, customer satisfaction, SWOT-analyses, working environment analysis or goal and development dialogues are examples of the indicators that can be used to evaluate and monitor well-being at work in organisation. (Jabe, 2012, p. 166-167) Chosen indicator is dependent of the organisation and indicators should be determined well. Organisation may use many different indicators to collect information from different point of views. This way the development plans are better executed and precis.

Turnover of workers can be measured either by the percent of turnover from the whole amount of personnel or by the absolute number or personnel. When measuring the turnover, the measuring time can various from one month to even a year. Measurements can be divided in to fulltime personnel and part-time personnel. This helps to deal with the results. (Liukkonen, 2006, p. 143) Measuring the working hours and absences is the most traditional way to measure how well-being at work is implemented in the organisation. Continuously doing over time work tells the management that the current workload and number of employees aren't in balance. If employees need to continuously work over time, they have too much work to do or there aren't enough employees in the organisation. Risk of increased haste and stress which can cause exhaustion will increase in this kind of situations. (Liukkonen, 2006, p. 167-169) Aura & Ahonen (2016, p. 43-45) introduces indicator for human productivity which can be used to measure the well-being at work inside the organisation. The indicator is formed together with Etera. This company is part of the Ilmarinen nowadays and it is Mutual Pension

Insurance Company in Finland. The indicator of human productivity contains ability to work, competences and motivation of an individual employee. Results in human productivity can be formed by summing up the results in well-being surveys and the key indicator in human productivity. Human productivity and the effects seen in organisations economic, have been researched as a part of creating this indicator mentioned above. The main conclusion has been that human productivity can increase the organisations productivity and it can be seen in financial statements.

2.6 Improving well-being at work

Well-being at work is an issue where is always something that could be improved. Some working environments need bigger changes to improve issues and the change process may take a long time. Regardless of the size of change, the process is easier to implement and adapt if all the employees share the goal for the development process and participate during the process. Gathering knowledge and background information helps to adapt new ways of work. (Manka, Hakala, Nuutinen & Harju 2010, 11.) Information can be found easily because subject is topical now and there is plenty of material that can be used. Changes require almost every time some kind of change in attitudes and behaviour. New ways to operate and different attitude are required from the management in the beginning. Management and supervisor have to mu committed to pull the change projects trough and to establish new ways as a part of the organisation's routines. Management leads the operations according to the strategy and that is one reason why well-being at work should be related to strategy. Unfunctional leadership is still common and if the working environment analysis show that employees are not satisfied for the supervisor actions, issues should be dealt with. As long as leadership has problems, well-being at work cannot be improved. (Kehusmaa 2011, p. 176-177)

Improvement process have various implementation methods and the suitable method must be chosen according to the organisation's needs. Aura & Ahonen (2016, p. 105) describes one example of process instruction (figure 20) when starting the development process related to well-being at work. The process starts from identifying the whole actual state in the organisation. It includes many different aspects which have direct or indirect affects in well-being at work. Economic situation drives the improvement process and set the boundaries in development actions. Staff structure and branch sets different kind of questions when making decisions about the actions in the future. Work arrangements affects in the development needs of an individual and that's why it is important issues to take in notice. Working hours, contract of employment (fixed-term v. permanent), working environment and diversity in personnel are issues that have affects in development needs. Competences and readiness for improving well-being at work is another

important key point when starting the development process. Well-being at work involves whole personnel but roles and actions related to the theme may various depending on the job description. Division of the roles and responsibilities should be clear. Interviews are suggested as an example about the tools for analysing the competences of an individual employee. Surveys and inquiries as a research method to recognising the current state of employee's well-being at work can be helpful tools. Results of the surveys can be divided in to smaller pieces which helps to identify the development needs and plan the actions. Turnover of the employees, employees' own competences, absence rate and sick leaves or job satisfaction may arise from the results for the development actions. Current state of the well-being at work should be compared to the organisation's strategical decisions and actions. Supporting actions in well-being at work should be evaluated in regular bases. Supportive actions may be offered by the occupational health care, human resources department or education provider. (Aura & Ahonen, 2016, p. 106-115)

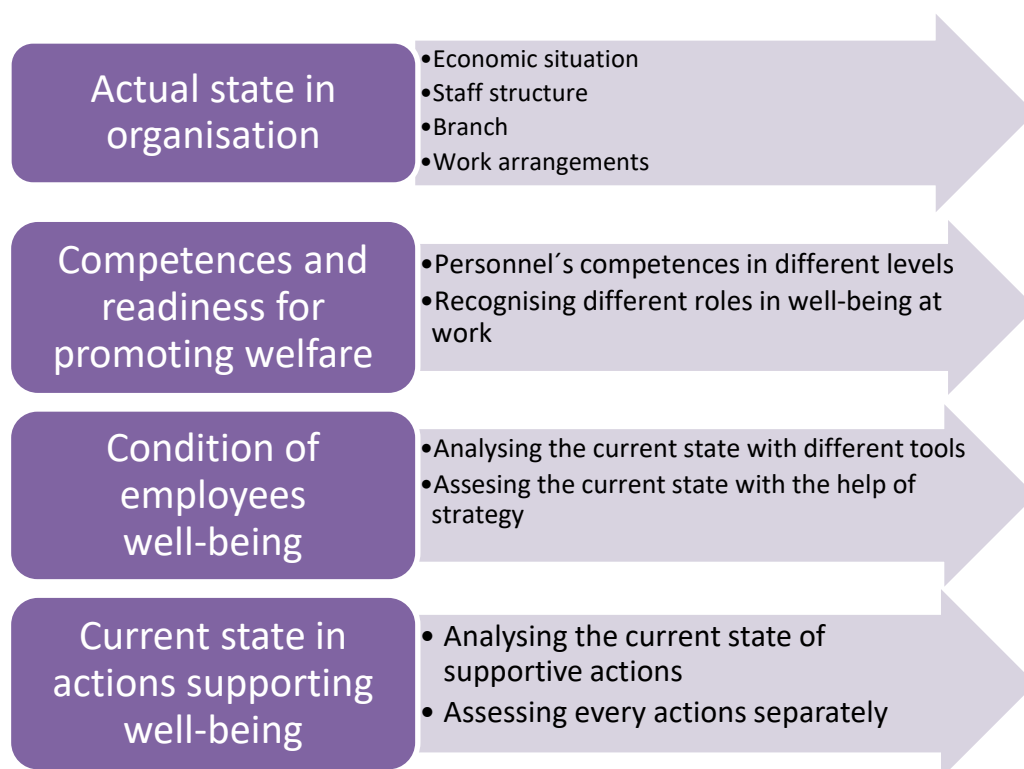| Actual state in organisation	• Economic situation • Staff structure • Branch • Work arrangements
Competences and readiness for promoting welfare	• Personnel´s competences in different levels • Recognising different roles in well-being at work
Condition of employees well-being	• Analysing the current state with different tools • Assesing the current state with the help of strategy
Current state in actions supporting well-being	• Analysing the current state of supportive actions • Assessing every actions separately

Figure 20. Development process for improving well-being at work (Aura & Ahonen 2016).

The Centre of Occupational Safety in Finland (2018, n.d.) organises Well-being at Work Card Training for working communities and management. Idea is to support the development process inside the organisations and provide information related to the topic. In the education material, The Centre of Occupational Safety suggest a simple tool for starting the development process. Tool brings up the main elements of well-being at work together and helps to figure out concrete responsibilities and actions towards improvements. Model of the tool can be found in

Appendix 3. This tool helps to evaluate the current state in the organisation and shows how the themes of well-being at work are taking care of. For the future actions that everyone can do by themselves and actions that the whole community can do to maintain the improved issues, should be discussed beforehand as well. Working community conciliation can be used to improve the situation inside the working community. This is solution which is still quite rear in working life, but the ideology has been used in for example conciliation in schools. It is an operating model for controlling conflicts in the working places. Especially in situations where employees are facing harassment or bullying, this can be useful way to solve the issues. This method is going to increase over the years and there are educated professionals who use this method. (Skurnik-Järvinen, 2013, p. 67) Cultural entertainment has had traditional footprint in actions of well-being at work in organisations life. At least in Finland cultural experiences have been supported for employee's same way as opportunities for exercise. Cultural experiences can be educative and release the stress (Kärkkäinen, 2002, p. 102).

Employees and management may use the following list of noted issues to find out how to effect in working community in a positive way (Jabe, 2017).
1. Think what kind of language you use (positive vs. negative).
2. Share success with other colleagues.
3. Learn to understand and accept different emotions and react on those.
4. Respect the diversity.
5. Apologies and forgive when its needed.
6. Act as your authentic self and take responsibility for yourself.
7. Supply positive things for your co-workers.
8. Experience the joy of work.
9. Have courage to take risks and explore new.

Traditional ways to improve well-being at work consists exercise opportunities or organised events for the working community few times per year. These actions are useful addition to support welfare of employees but nowadays these methods alone aren't enough. Employees awareness and needs have changed as well as the working environment were operations are made. Many references, including Kehusmaa (2011, p. 138) highlights that organisations and companies shouldn't separate the well-being at work from the strategy. It should be part of strategy, values and mission. Specific and detailed plans of implementations in well-being at work can be as a separate operating instruction but these documents should be connected under the main strategy. Simple way to improve well-being at work, is to take brakes during the day. Even a short brake, has huge impact in ability to concentrate and if affects also in recovery. Taking time for recovery during the workday but also in the free time is crucial. It takes time to find

those methods that can relax and recovery because the needs are individual. (Kärkkäinen, 2002, p. 95-96)

Motivation towards work is one key factor in well-being at work and it can be seen from different approaches. Adair (2006, p. 111-113) has made a list of factors (figure 21) which may increase the motivation towards work. The motivating factors may of course various and are dependent of an individual's appreciation. These factors are suitable for an individual employee but also for the managerial point of view when leaders need to increase employee's motivation. Motivating yourself is in the middle of the figure because every individual can affect in their own attitudes and behaviour. Knowing the personal factors which motivate helps to increase individual's motivation. Individualism must notice in managerial level as well and leaders need to have knowledge about their employees and the issues which motivate them. Clear goals, targets and purposes for the job is discovered to be motivating factor. Notifying and recognising progress by giving for example feedback or rewards to the employees, motivates to continue the work and reach for the goals. Recognition of an individual's work should be done other ways as well, not just rewarding in time-to-time. Giving feedback show the valuation and recognition of an individual's effort and is a strong factor in increasing motivation.

Figure 21. Factors for increasing motivation towards work.

Development in well-being should start by specifying the current state inside the company. This determines the development needs and sets a base for the development process. If there is multiple development needs, management and employees should choose for example three or

four themes to concentrate on. If there are too many themes under development at the same time, possible changes and new guidelines can cause stress to employees. Development process always have the risk of failure. But failure is not possible if no one is taking risks. Tolerating uncertainty and risks should be skill that every leader has. Failure brings something new and creates an opportunity to be innovative and successful. Acting as an example is important but also the culture in working place should support the possibility to make mistakes. Environment needs to be supportive and there should be no blame-game between leader and employees. Different personalities should be taken count on and provide everyone the opportunity to create ideas and try outs. If the culture inside the working community is toxic and easily blames employees who make mistakes, people live in fear and lose their capability to stand out. If employees fear mistakes, they won't do their best and use their whole capacity and knowledge in the job. Leader should find out the ways to inspire and encourage employees. (Magidson, 2017). Learning self-efficacy helps to accept failures. People with high level of self-efficacy are reported to have a need for achievement and think failure as an opportunity to learn something (Halpern & Cheung, 2008, p. 209).
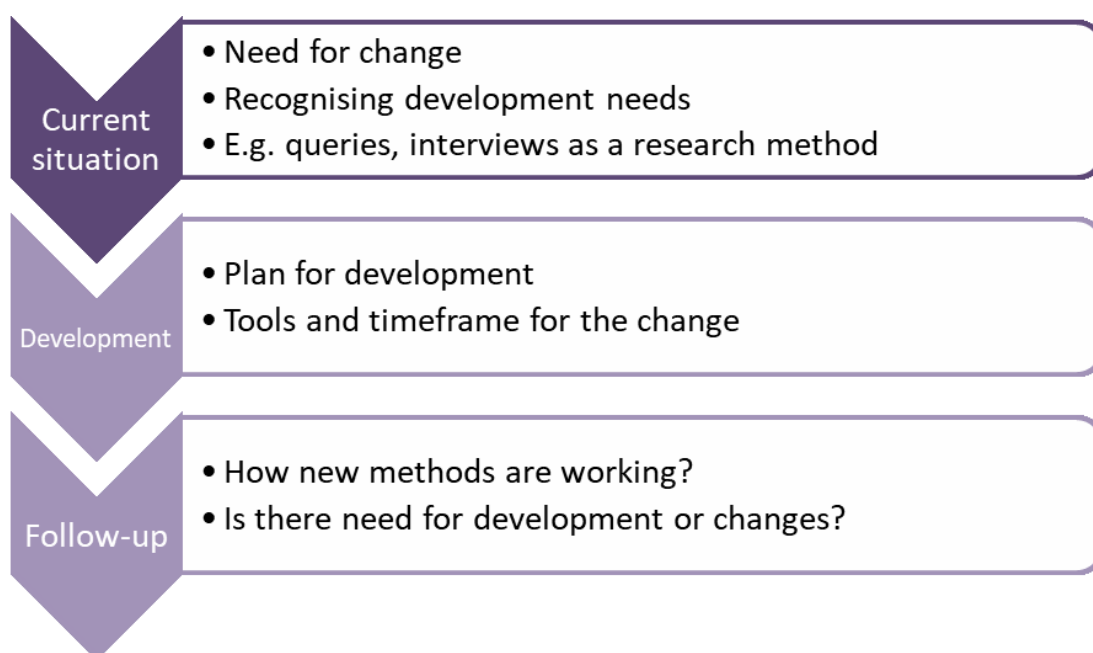

Figure 22. Development process for improving well-being at work.

Development process must always start from need of improvement and the first step is assessing the current situation (figure 22). There are many useful tools to evaluate the current situation. Organisation should pick the suitable one for their needs. Chosen method or tools for development vary in business fields. Need for change process can come from the staff or from changes made in organisations strategy for example. Legislation and trends effect in the need of change as well. Need for development

may occur when organisation face changes or problems in their operations. Sarala (2000, p. 15) has discovered that if the development need comes from the management, participating employees may be challenging. In the other hand, if the need for change comes from employees, adapting management and needed resources may be challenging. This also shows that development and improvement processes have to be done in co-operation with all the attendees. The importance of follow-up cannot be highlighted enough. Without proper and systematic follow-up, the change or improvement process become useless. Follow-up can be done in many ways, but the main idea is to evaluate how the new ways of operating models are working and is there something that need to be developed further.
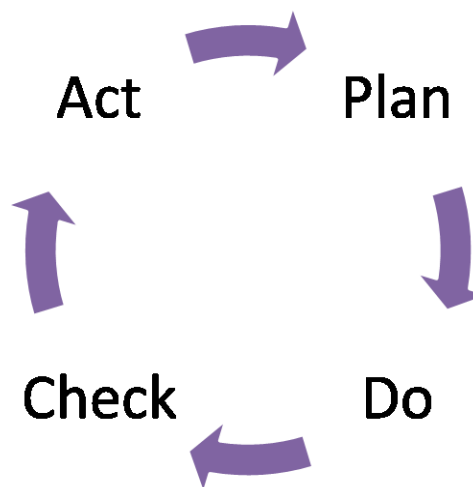
Figure 23. PDCA-cycle is commonly used tool in quality management.

Classical tool for assessing actions made and figuring out next steps in implementation is PDCA-cycle (figure 23) which is developed by Edward W. Deming. The model simply describes the continues process of development and it consists four stages; planning, doing, checking and acting. Planning is the first step. In this step company must plan for their future actions, investigate the current situation and set goals for the change. This step is also about analysing the possible problems and challenges what may occur during the development process. (Henshall 2017) Well planned implementation helps to react in possible changes during the process. Second step "Do" is the step where plans are implemented. According to Deming, continuous improvement and cycle of development should be kept in mind during the actions within the process. Challenging the ongoing process brings up new improvement needs and important questions about the process. Check-phase is the point where the outcomes and plans for the change should be evaluated. In this phase, team should further evaluate did the plan worked and why did it work. According to Deming, actions and results should be evaluated deeper and not just settle for easy answer or result. Act-phase is the last step of this cycle and it is the phase where new ways of work will be put

into practise for a wider audience, for example in the whole organisation. (Henshall 2017)

After a while, organisation can start a new cycle of improvement which is based on the actions made according to previous cycle. This tool can help to challenge every member of employee to participate in development and assessing their own work. Follow-up and assessments are needed to maintain the quality of operations and to have knowledge about needed improvements. Borgman & Packalén (2002, p. 22-23) encourages organisations to use PDCA-cycle and change the thought of improvements in to a continuous process. It is also a good way to participate every employee for the development and improvements. Employees can create operation methods which supports their daily work and increase quality. PDCA-cycle helps to concentrate in those issues that really have an impact in quality and improvements. Improvement processes requires powerful and functional leadership, but importance of communication shouldn't be forgotten. Borgman & Packalén (2002, p. 31-31) have discovered a continuous improvement method (figure 24) which imitate the thought of PDCA-cycle. Method starts with the joint understand of commitment towards the competences and goals in the organisation. As mentioned in many references, commitment should start from the top (management) as an example for the employees. Following steps after the first one is imitating the PDCA-cycle; plans are made according to the present condition, actions and executing have to be carefully planned before implementation and assessing the actions show what needs to be done afterwards.
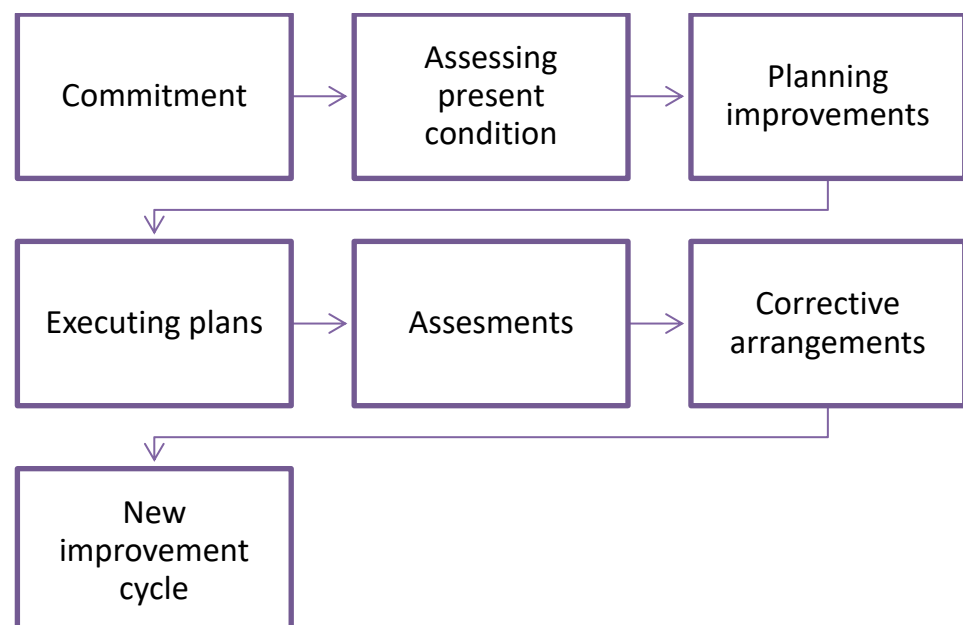

Figure 24. Improvement process step by step (Borgman & Packalén 2002).

Rewarding employees may be part of the development processes. It is noted that rewards can encourage employees to take part in

development process even if the change is difficult or hard to accept. Traditionally rewards in many cases are money bonuses but reward can be for example flexible working hours or services provided to employees in their different life situations. One example of a company which plans supportive services and actions for their employees, is Vincit which is a company operating in software business. Aim of the services is to support employee's welfare and engage them to the company. Employees can choose for example sessions with therapeutic together with their partner, enrol themselves in yoga course or have a meeting with the expert related to small kids sleeping problems. All the provided services are available for every employee and the range of services can be found in an online-shop of their own. (Pystynen, 2019) The approach this company has towards well-being at work is anomalous. It shows clearly that individuals and their personal needs are noticed, and the company has realised that not all the solutions are suitable for everyone. This example also shows that there are no strict rules when planning and implementing the company's actions to support employees.

Employer can support and improve employee's well-being in different ways. Jabe (2012, p. 24-25) presents the bonus system which is in use in Finnish company called Pekkaniska Ltd (figure 25). This company has put efforts in supporting the employee's welfare and they encourage employees to exercise with a bonus system which rewards employee. Rewarding system is familiar for all the employees and the factors are listed and priced (figure 15). Figure 15 shows examples of the bonuses; left column shows the amount of money employee will get when the goals (in the right) have been achieved. Participating in this bonus system is volunteer but almost 90% of the total personnel number takes part in this system every year. Exercising is also supported by giving employees freedom to use one working hour per day to be used in physical exercise. Bonus system have been a success and it has had benefits in financial aspect too. Sick leaves have decreased, engagement to the organisation has increased and public image of the company has been positive. Benefits in individual level can be long term because starting to exercise or quiet smoking affects in health in many ways. As mentioned before, taking care of employees and concentrating in well-being at work, can be used as a competitive advantage. This has been proven in the Pekkaniska Ltd case.

510€	• No absences during the year
170€ per year	• No alcohol use or • No smoking or • Participating in marathon or • Winning the CEO in pull-ups
1€ per kilometre	• Jogging or • Nordic walking atl least 5 kilometre

Figure 25. Examples of the bonuses used in Pekkaniska Ltd. (Jabe 2012).

Rewarding should be based in intangible and tangible bonuses. In many cases, organisation and companies are focusing in tangible bonuses but are forgetting the importance of intangible bonuses. This may be surprising because most of the intangible bonuses would be easy to implement. Usually it needs change in behaviour and ability to pay attention to employees' behaviour and life situations. Intangible bonuses show also the level of individualism and the importance of intangible issues are going to increase even more in the future. (Kehusmaa 2011, p. 202-203)

3   TEAMWORK AND EMPLOYEE ENGAGEMENT SUPPORTS WELL-BEING AT WORK

West (2012, p. 17-19) describes that creating team inside the organisation actually ease the strategy in the organisation. It helps to handle changes and mobilise information in a consistency way. Team work-based operation mode in organisation loosen the hierarchy inside the organisations which release time from the management. Teams are mostly efficient than individuals because teams divide the whole work load and operate the project forward at the same time from different levels. Comprehensive approach towards ideas and decisions is possible with diverse team members and the outcomes are most likely multifunctional. Diverse team members challenge the ideas from their perspective and combination of experience and knowledge which leads to a better and solid result because the ideas are processed further. Assumptions are mostly challenged in teams because teams have so much knowledge behind them because of the diverse members.

Working community can also be defined as a team which operates together towards the same goal. Working with other people, supports our basic human need of social networks and that way increase well-being at work. Katzenbach & Smith (1998, p. 27-28) presents that teams have reached many kinds of successful results in business life over the years. Various knowledge base and experience gathered together in teams, are in a key element of success. They also discovered that capability to adapt changes and react in renewing needs of working life, is easier when people work in teams. Team provides support and stability for attendees as they work jointly together. Salminen (2017, p. 73) point out that for some individuals team work provides opportunity to express their opinion out laud. This is good benefit especially for people that have introvert personality. Individual is not alone with his or her opinion because they have their team to support them. Opinion towards organisations actions are not identified to certain person but handled according to the whole team.

Differentiation of knowledge and skills are a base for the planned result. Katzenbach & Smith (1998, p. 62) divides the needed skills in to three categories: technical expertise, problem solving skills and people skills. The result cannot be fully successful if the whole team is formed by people that have same kind of technical expertise. Different education background and knowledge provides the best possible solutions from many perspectives. Teams face obstacles and problems during their path and that's why they must have problem solving skills and ability to make decisions. People skills requires efficient communication and ability to support others. Critical thinking and giving and receiving feedback build up the trust inside the team.

Teams various according to their goals and classification of the team. Different teams operating under same organisation, have different purposes. Variety concerns also the type and amount of authority the team have. Team work has been used for long time in business fields and it is proven to be an efficient way to work. (Levi, 2014, p. 6-8.) When establishing teams, reasons why the team is formed and reasons why certain employees are picked to the team should be clear. It is not ideal, if team members are picked in the team because they work at the same department or if the team leader wants them in the same team. The purpose for the team should determine who should be recruited to the team. Team should be formed in a way that only that specific team can accomplish the goal. Picking up the team member should be done by prioritising the skills and knowledge of a recruitment candidate. (West, 2012, p. 42.) Teamwork provides opportunity for individuals to achieve their aims for the work. If the individual doesn't see the benefit that can be achieved, commitment towards the team may be lacking. Appreciation towards own work and knowledge improves by working in a team surrounded by experts. Power of motivation and efficient working is high in well-operating teams. These benefits increase the motivation and atmosphere in the whole organisation. (Salminen, 2017, p. 71-73.)

3.1 What is good teamwork?

Definition of a good teamwork various but there are still some common features. Teamwork is working way that almost every one of us is facing in nowadays working life. It can be productive way to work if the team is formed probably and every member knows their role and tasks. Mainly teams consist of different kind of people and the different personalities inside teams are handled further in this chapter. When we discuss about team work, it usually means working together around some project but the ideology behind team work can be used when talking about working community as well. Salminen (2017, p. 21) describes the term "Team" as a group of people inside the working community which is committed to work together to reach the goal or target that is placed together. By this comment he means that automatically the working community by self doesn't mean a team. Katzenbach & Smith (1998, p. 59) has said that teams are usually formed from small groups and are committed to the goals, share operations model and are responsible about the results. Team requires working together regularly and concentration in actions made as a team rather than in individual level. Levi (2014, p. 19) determines good team in a term that it completes the issued tasks, maintain social relations and encourage team members towards development and personal growth. Salminen (2017, p. 35-37) also has listed characteristics which define a well operating and efficient team. Those characteristics are:

- Shared goal
- Commitment towards the team for better or the worst and trust

- Atmosphere inside the team
- Giving and receiving feedback
- Equality between the team members
- Positive team spirit
- Eager for development
- Appreciation towards diversity
- Supportive atmosphere towards the team members
- Ability to change

Ideology of team work is that not every member of the team must have knowledge and skills in every area of the business. That is the reason why teams should be gathered together by diverse people. Team members teach each other a long their way and have inspirational moment together. Goal-oriented team wants to learn new and recognise their weaknesses and strengths. It is proven that learning new things with the help of others or in a social working way, generate deeper learning results and support the culture of openness and shared information. Shared experiences and information lower the threshold of learning. (Salminen, 2017, p. 79-80.) Team members personal experience about the team and it´s working ways creates the value for every attendee.

West (2012, p. 7) describes efficient team with 5 features (figure 26) which lead to functional team. Efficient team must have knowledge about tasks and goals to achieve the task-related objectives. Team member well-being is strongly related to well-being at work as a whole. Mental and physical health, considering for example working conditions, feeling valued and important, possibility to be noticed as an individual and have a clear description of the job. Possibilities to personal growth and development is important too. Teams viability means that the team is capable and willing to operate together and continues teamwork regardless of faced challenges. The probability for team to continue working together is related to many aspects related to team members and the operation model they have. Team operates in an innovative way when all of the members are willing to develop and implement new. They have courage to try out new and improve processes and products. Co-operation comes up in the stage called Inter-team cooperation. To improve existing products and processes or to develop completely new, requires co-operations inside the same organisations as well as with the partners in cooperation from outside the own organisation. Different departments inside the own organisation have different approach to the process or product planning and the information from different approaches is needed in the development process. Rarely teams can fulfil their task without co-operations with some other team.
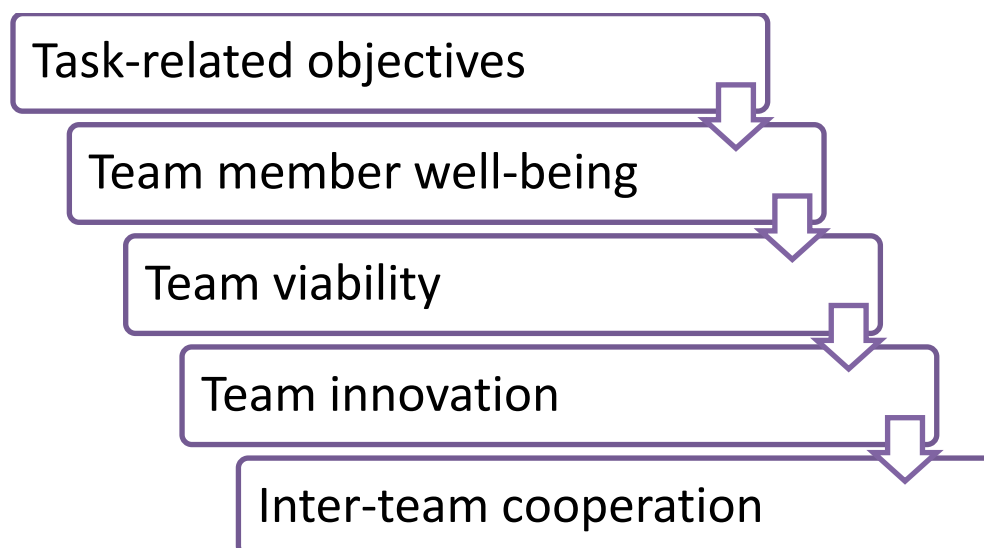
Task-related objectives

Team member well-being

Team viability

Team innovation

Inter-team cooperation

Figure 26. Features of efficient team (West (2012).

Different try-outs and experienced challenges modify the team and to fully function, the team needs time to grow. One point that was mentioned in text earlier, was the eager to development and ability to change inside the team. This maybe the two most important elements in situations where team faces obstacles and problems in their working ways. Professional way to co-operate with the team members and behave are in a key role as well. These elements create trust and bonding between the team members. These elements also improve problem-solving skills and efficient plan-making to solve the problem. (Salminen, 2017, p. 38-39). Team leader has important role and management need to carefully think what kind of capabilities the team leader has. Leader should have right balance in requirements and in personal characteristics. Good leader knows the team inside out and knows what the role for leader in the team is. Humility among the team members and understanding of factors which create motivation and engagement, are important skills and characters. (Pollit & Brown, 2008, p. 32-34). Challenges in teamwork are faced during the operations. If the whole organisation is constructed based on different teams, the competitions between the teams may be raised and can cause challenges. Communication between teams is important and this can be jeopardized if the other teams are experienced as a competitor. The focus of the whole process is most likely going to forgotten in that kind of situation. Team may also face the problematic issues called free riders. This means that some of the team member isn't committed to the team. (Aro, 2006, p. 77) Another challenge which may occur is lack of communication and trust issues. Dividing information and experiences is one of the main factors when operating in teams. Functional team is open and shares the knowledge and information to support each other's and the targets of the goal. Trust issues jeopardize the psychological safety as well. This is a topic which comes up in when discussing about well-being at work too. (Levi, 2014, p. 106)

Teams have different phases (figure 27) during their lifetime. Phases of teams have compared to be shown as a development steps that human beings are facing during their life. Each phase or step increase knowledge and leads to improved team work. The first phase is the forming phase were the group of people are jointed to work together. (Levi, 2014, p. 43) Team may be formed around certain project or work task, but the methods of well-operating team work can be modified to concern the whole working community. Formulating teams can be done with the help of different tools. Maybe the commonly known and used tool is the Team Canvas. This model can be used when the team is gathered and the actual work as a team hasn't yet started. With the help of this model, team members can figure out together what kind of strengths their team have and what are the roles of different team members. Different personalities can be jointed to the model as well to help the team operate together. Using the Canvas-tool, goals and roles of the team can be easier to understand. (The Team Canvas, 2015). The second phase is called turbulence or storming phase. It is s stage were team members are figuring out their ways to work and what kind personalities team members have. (Levi, 2014, p. 43) Team members may have differentiation in opinions and goals that they should reach. This may occur conflicts and problems in relationships between the members. This is a state were diversity may turn as a disadvantage in team members mind and that's why team leader's role is important. Theories and test related to different personalities, may be useful tools to face the challenges in turbulence-phase. It may help to continue the team work from the turbulence-phase. Incorrect behaviour or discrimination towards silent team members causes closure reaction in these team members. Because of that, co-operation may be in danger and trust inside the team may be lost. Turbulence phase is important, because it builds up knowledge about team members and forces to create joint rules for action. (Salminen, 2017, p. 54-55.) On of the challenge in this stage is that if the team is not lead correctly forward and team members don't have willingness to solve conflicts, team may be stuck in the turbulence phase (The Team Canvas, 2015). In that case, development of the team stops.

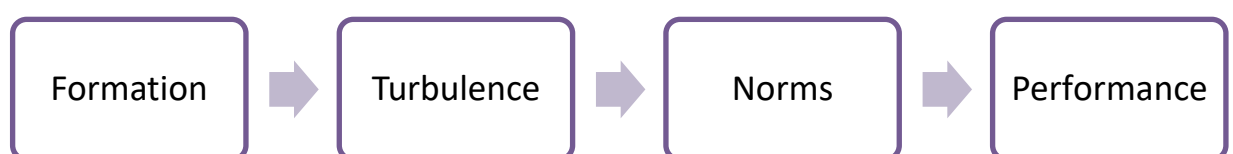| Formation | | Turbulence | | Norms | | Performance |

Figure 27. Development phases in a team.

Norms is the term used from the third phase. This is stage were jointly formed rules and working ways are getting familiar to everyone and diversity inside the team is accepted and considered as an advantage.

Team co-operates well together and want to reach goals together. Commitment towards the team gets better and members want to work together. Confirming team spirit is important and it increases the atmosphere inside the team. (Salminen, 2017, p. 56) Performance is the stage were team is operating towards joint goals together and have come up with working ways that function.

Motivational features of good team work are features that can be found in well-being at work as well. In an ideal situation, team work supports the well-being at work. Motivational features faced in teams can be considered as opportunities to (Salminen, 2017, p. 82-83):
- feel own job important, meaningful, interested and rewarding
- have appreciation and ability to manage own work
- develop constantly
- challenge yourself and have successful experiences
- be part of a good team

Motivation may need to be increased, especially in situations where team is facing challenges. Motivational factors are dependent of the team and its purposes. Interdependence have been discovered to be one main motivating factor in most of the teams. Team members interest towards other competences and knowledge may motivate to work together because it is a great opportunity to learn from each other. (Levi, 2014, p. 63-64) Team members have responsibilities related to their team but also towards their job. Rules and regulations about working hours, notifying supervisor´s guidance and the contract of employment must be followed regardless of the way employee work. Responsibility towards team and the success in team must be taken seriously too. Responsibility about the working ways and results in teams must become an issue that concerns every member of the team. Results require effort from everyone and willingness to provide the expertise of individual for the team to use. Team can create a contract where is described in detail what kind of responsibilities, tasks and goals every member has. The contract helps to deal problematic situations if team members are not fulfilling their part. (Salminen, 2017, p. 85- 86.)

Arranging efficient and meaningful team meetings is the most common tool to operate as a team. Meetings should create value and have a clear purpose to achieve the best benefit. Badly arranged meetings create frustration and lack of motivation because people easily feel they are wasting time and could have done something meaningful instead. Tips to arrange efficient meetings can be found easily and combinations of the main tips are below:
1. Keeping up with the schedule!
   a. There is no purpose in wasting peoples time. Part of this is that attendees fully concentrate on the meeting and don't do something else at the same time.
2. Preparation for the meeting

   a. Clear information about the meeting and it´s goals
   b. Opportunity to prepare for the meeting as an attendee
3. Participating in the meeting
   a. Meetings are a great opportunity to affect in actions, every attendee should have possibility to join the discussion
4. Meetings should include decisions and "follow-up"
   a. Either the problem or issues is solved during the meeting or
   b. attendees come up together with a plan about next steps to solve the issues
   c. Meeting memo is useful tool to remind attendees what team discussed and decided during the meeting

(Salminen 2017, p. 41-43).

Tanskanen (2013, p. 18-20) have described meetings as a forum which provide opportunity to develop the actions. Renewing operating models and creating new is easier when all the employee or team members are gathered in the same space. Meetings can also be used to evaluate the job done so far and to estimate the future actions. Giving and receiving constructive feedback can be handled in the meetings as well. Good and memorable point is that the leader of the meeting should use maximumly 50 % of the meeting time. This way attendees can have their voice heard and express their opinion. To develop the team's operations, team leaders have to collect data to support their constructive feedback and present the outcomes in the meetings as well. Tanskanen (2016, p. 19) also presents a model of the meeting structure (figure 28) which shows that discussion about feedback from accomplishments and development actions made together should be the biggest part of the meeting. Smaller part presents the discussions about assignments and providing information about the situation in working place.
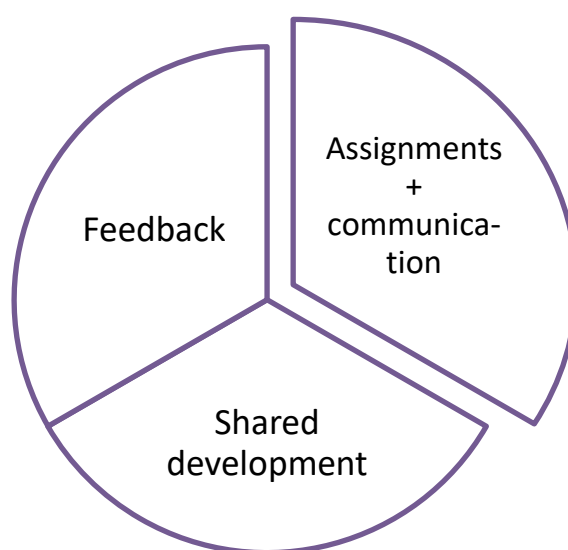

Figure 28. Dividing the time in meetings in an efficient way (Tanskanen 2016).

3.2   Different personalities inside the team

As mentioned in this thesis before, diversity inside the working community and inside teams, creates more value for the job. Personalities are one point of diversity and it has effects on the way we operate in working life. Knowing employees' personalities can help to form teams inside the company and teams can work more efficiently when the team is formed from different kind of people. It is proven that different kind of personalities create more ideas and work efficiently rather than team were all the members are same kind of people. Co-operating with different kind of people must be successful in team want to achieve the best possible result (Salminen, 2017, p. 95). Understanding diversity, creates a whole new range of possibilities to utilize different skills and knowledge employees have. Utilization also creates motivation for employees, because they can put their whole range of expertise in use. If there is no diversity inside the team, team will most likely form relationships and task division quicker than the team where team members have diversity. Diversity can cause conflicts because of disagreements and the norming and storming stages may take longer time. (West 2012, p. 52) Jabe (2017) has said: *"Strong leader has courage to hire more talented and diverse subordinates rather than clone of him-/her-self.".*

Writer and researcher Thomas Erikson have written a book about different personalities around us. The method he describes in his book, was first published in 1920´s by psychologist William Moulton Marston. Method was called DISC and later the model was modified by colours. Four colour sections describing four different personality types helps to adapt the diversity of personalities. Colours used in this model are red, yellow, green and blue. (Talouselämä, 2019.) ThomasHPA – analyse was published in 1958 by Thomas M. Hendrickson as a tool to evaluate individuals' personal behaviour especially at work (Thomas International, n.d.). All these models; Thomas-analyse, DISC-analyse and ThomasHPA-analyse, are designed on the ideology that human has different characters in their personality which explains the way employees act in working life. According to Ristimäki and Toivonen (2019), William Moulton Marston (1989) presents that those four characteristics are dominance, influence, steadiness and compliance.
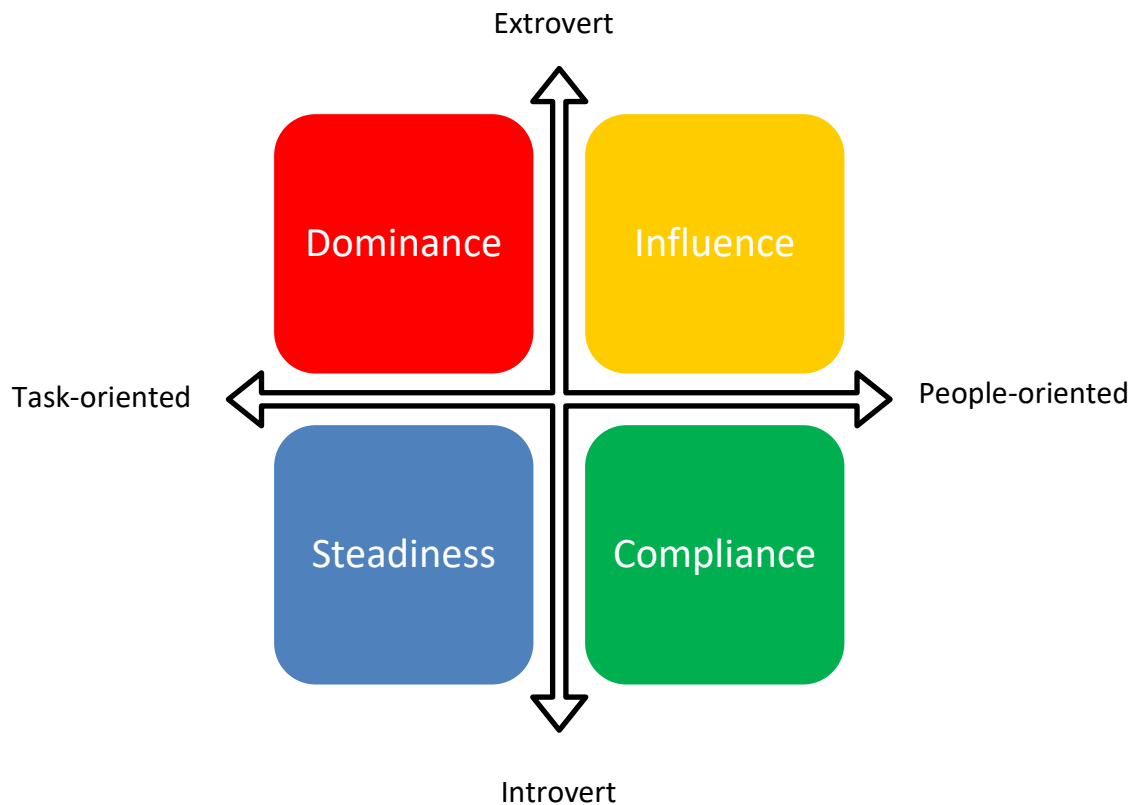
Figure 29. Profiles of characteristic according to DISC- and Thomas-analyses (Discprofiili, n.d.)

Teams need all these personality types to take part in their work. Every personality type has benefits for supporting the actions teams make. Although reactions in emotion level can cause conflicts and misunderstandings which should be dealt immediately. Operating in a team requires control on emotions and learning to control emotion may need patient from the whole team. Figure 29 shows the cross-lines and intersection points of the four personality types with psychological features. It means that for example introvert and task-oriented person is most likely so-called Steadiness -person (blue). Or extrovert and people-oriented person may belong to Influence (yellow). Introverts are in many cases described as quiet and emotional persons. They need time to process things and are very aware of their thoughts. They feel most powered and efficient when they aren't facing social stimulations all the time. Introverts like to work alone and, in many situation, other people may feel that problematic or unsociable feature. There are researches which show that introvert as a manager may create a better result that extrovert because introvert allows employees to come up with ideas and explore. Example of introvert leader is Eleanor Roosevelt, who was diplomat and activist in United States and who was known as a First Lady of the United States in 1933. Part of the success for introvert leaders is that they strongly believe in their issues and are willing to drive for it. (Cain, 2012.) Extrovert are outgoing and driven by social stimulations. They usually want to be in the central of action and are dependent on another people's approval. They work efficiently in groups and have most

likely wide networks. Noticing and listening other people, especially introverts, during discussions may be hard for extroverts. (Salminen, 2017, p. 107.)

The other crossline of the figure (29) is task-oriented and people-oriented persons. Task-oriented people concentrates on the actual task they must deliver and are quite often analytic and systematic planners. They base their decisions on facts rather than feelings and may hurt others on their way. They tend to think that goals must be reached with the help of exact plan which should be followed precisely by everyone. People-oriented persons think more about others and easily react on other people's feelings. They tend to notice every member of team and value fairness. They are empathetic leaders with patience and have willingness to help others. (Salminen, 2017, p. 107-108.) Using the information from these analyses, dividing tasks and responsibilities inside the team is easier. Analyses brings up the strengths and weaknesses of individual and tasks can be dealt according to those characters. For example, team member who get Compliance (yellow) as a result of analyse, can be most efficient to operate in relationships and communication. This person can observe the team spirit and react on changes happened in relationships between team members or partners in co-operations. Person who is classified as Dominance (red) can be the person in team who created ideas and networks for the team. This person can be very strong and powerful in working ways, but problems may occur in certain issues. Listening and accepting other ideas, keeping mind and obtaining limitations or delivering all the tasks which were given to this person may be the problematic side of this kind of person.

It is obvious that team faces conflicts because of the differentiation of the team members. Handling conflicts can be learned, and it is an area where putting efforts make it worth it. As mentioned in the chapter about well-being at work, handling the conflicts when they occur is crucial. Main rule when working in teams is that members should marginalize the chemistry to be able to work together. Salminen (2017, p. 120-121) describes that team of 7 members, is dealing with huge amount of relationships, all in all 21 cooperative relationships. If one person of the team is having problems in working ways or relationships to others, it affects in all of the other members. Features of passive-aggressive in a person causes many problems inside the community. This kind of behaviour cause irritation and lack of trust from other members and can damage relationships inside the team. Features of this kind of behaviour can be various and seen from actions, language and expressions of this person (figure 30). In worst case scenario this type of person can disallow information from others or isolate someone from the team as a tactic to increase their own position. (Gallo n.d.)

Figure 30. Features of passive-aggressive behaviour.

There are many kinds of tests and analyses to be used to identify personalities and working ways. West (2012, p. 44-45) introduces the Myers-Briggs Type Indicator assessment instrument (MBTI) which is a questionnaire designed to measure cognitive features of an individual. This model is made by Isabel Myers and Katherine Briggs in the 1960´s. The theory is based on four opposing personality functions (figure 31) and later on includes 16 different personality types which are determined with the help of the test. (Owens, n.d.) Model is widely known and used in organisations.
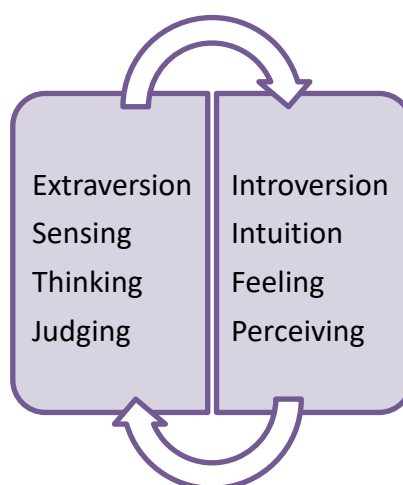

Figure 31. Four opposing personality functions according to Myers & Briggs cognitive features of an individual.

Person with high level of extraversion, gets the power for action from external world. This type of person is at best when leading discussions, co-operating with others and gain energy from being with others. Introverts appreciate quiet and alone time during the day. They gain their power and energy from mainly from internal world. Opposing sensing and intuition are related to the method of information perception. Information that comes directly from outside, for example from management, legislation or research, is reliable information for person with high level of sensing. Intuitive person receives information from internal world or believes in his or her own imagination or belief about the subject. Opposing thinking and feeling describes the way different persons process information. Person with the high level of thinking in the test result, means that this person acts and make decisions according to logic and facts. The opposite of this, is the person who justifies the decisions with feelings or emotions. Last opposing in this theory is judging and perceiving which mean the way people are implementing the information they have received. Specific and detailed plans are the way judging type of persons act. Improvising and keeping the options open is inherent for people with the perceiving way to operate. (West 2012, p. 44-45.) Theory categorises people in to certain type of person which can be a challenge because different situations brings up different characteristic features from every individual.

3.3   Employee engagement

Commitment and engagement towards organisation or company has been inspected since 1960´s. The level of engagement determines either the employee is going to stay in the same organisation or not. Employees attitudes and opinions towards organisation affect in the definition of engagement in an individual level. Discussing about employee engagement the perspective of engagement towards organisation comes up. Constantly changing working life challenge the employees' attitude and opinion about engagement. Uncertainty and long-term stress may jeopardize the employees feeling of engagement. (Heinänen, 2016, p. 17) Reasons behind engagement may various according to individual and those can be part of emotional or economic reasons or habit. Engagement can be weak if the values and goals between individual employee and organisation are intersecting. When organisation or company is handling with different kind of crisis, values may change and or cause contradictory between employee and employer. The importance of communication and honesty raise up in this kind of situations. (Jokivuori, 2002, p. 9-10)

Porter, Steers & Boulian (1973, p. 3) notifies that employee engagement is consisting of three components. First component is outlined as an individual's belief and acceptance towards employers' goal and visions. So, the conclusion about this is that employee engagement isn't possible if there are disagreements about core values between employee and

employer. Second component considers the employees willingness to fully work and put effort on behalf of the organisations good. Third component is desiring to build and maintain a relationship in the organisation. Employees desire to stay in the organisation as an employee plays important role. Without one or the other of these components, employee engagement cannot be formed. Same kind of division has been made by Meyer, John P. and Allen, Natalie J. by the model called Three-Component model and they named the components or levels of commitment affective, continuance and normative (Meyer & Allen, 1997, p. 11). Affective means that employee have an emotional connection or identification with the organisation. Normative commitment is described to mean the loyalty towards organisation because of the feeling of obligation. Continuance is the level where employee feel necessity to stay in the organisation. (Panaccio & Vandenberghe, 2012, p. 648) This kind of commitment and engagement may occur for example because of individual's economic situation.

Engaged employees are the power inside the organisation or company which drives the operations forward. They want to accomplish their work in a best possible way and be part of whole organisation. Engaged employees have been described as productive, customer-focused and they are less likely to change their employer. Loftus, Dobb & Lawson (2011) have presented one commonly used test to evaluate the state of engagement among the employees. The test is called Q12 and it holds 12 questions related to employee engagement. The test is applied by evaluating each question by scale of one to five. The level of engagement is assessed by summing up all the points from the questions and if the sum is low, it means that employee is most likely disengaged rather than engaged. The questions are:

1. Do you know what is expected of you at work?
2. Do you have the equipment you need to accomplish your work?
3. Do you have opportunity to do things at work that you do best?
4. Have you received recognition or praise about your work?
5. Does your supervisor care about you as a person?
6. Does someone encourage your development?
7. Does your opinions count?
8. Does the purpose of the company make you feel your job is important?
9. Are your co-workers committed to work with the level of quality?
10. Do you have a best friend at work?
11. Has someone talked to you about your progress?
12. Have you had opportunities to learn and grow professionally?

Engagement can be considered as a result of fulfilling the employee's needs. Lotus, Dobb & Lawson (2011) also gives a list of needs and issues that are related to employee engagement. The list consists of having the

knowledge of own role in the organisation and the expectations coming from the employer. Basic need to accomplish daily work is to have proper and functional equipment for the job. Recognition and feedback from accomplishing job well is important. Feeling of valued, noted and trusted create the meaning for the work itself. Related to this, comes up the opportunity to have an impact on decisions and actions inside the working place. Opportunities to grow and extend own competences are important values for employees to constantly make their expertise stronger. If the organisation or company makes well-being at work as a key feature of their strategy and actions, employees are most likely engaged towards the organisation. Reputation about working community and atmosphere speaks for themselves and are a competitive advantage in business world. Of course, issues related to well-being at work are only one factor in companies' actions, but these actions tell something about company´s values. Motivated and enthusiastic employees are most likely loyal towards their employer. Employees have different kind of drivers for their motivation about work and not all actions made by the employer satisfy every employee. Companies should take an effort to implement different kind of results to support employee's motivation towards work. Loyal employees reduce employee's turnover and want to stay in the same company for longer time.

Holbeche & Geoffrey (2012, p. 11) says *"Engagement is both a cause and effect. It involves a relationship between the organisation and the employee."* Themes related to this thought are commitment, satisfaction and appreciation towards own work and the position in company or organisation. It is commonly distinguished that if the level for engagement is low, organisation or company is dealing with high rate of turnover and days of work, increased rate of mistakes and complaints from customers. Disengaged employees have been described as a risk for the whole working environment, because their behaviour and motivations will affect in co-workers as well. In the worst-case scenario, the actual job is not getting done because of the problems in disengagement. (Pollit & Brown, 2008, p. 32). Jokivuori (2002, p. 60-61) found out in his research, that employees who have fixed-term work contract are most likely not as engaged than employees who have non-fixed-term work contract. He also found out that engagement towards organisation was clearly lower if employees were unsatisfied in the context of work or in the organization of work. Bridger (2015, p.5) highlighted that employee engagement can be divided in to different sections which helps to understand the whole concept of employee engagement. Intellectual engagement holds in the engagement towards the actual job and tasks that has to be done. Motivation to improve the job and develop the way work is done are results of intellectual engagement. Affective engagement contains the feelings and thoughts about own work. Social engagement holds in the usage of opportunities to discuss about developing the work together as a whole working community.

Bridger (2015, p. 6) also sets up a question about how to specifically define term employee engagement because it seems that it means different things to different people. If the term is defined as an attitude towards work, engagement may consider the working culture or co-workers in the organisation and the individual attitude towards it. Employee engagement as a behavioural aspect, is commonly defined whether or not employee is willing to take the one step further in the name on organisation and individual expertise. For some of people employee engagement considers only the outcomes of the organisation, for example what kind of turnover the organisation has or does employees create innovations which are highly connected to satisfaction and motivation towards individuals work. Engaging employees requires notifying rational and emotional issues of an individual. To reach that, organisations or companies must strength the trust inside the community and combine that to the operations made to get to point were the organisation or company wants to be.

The importance and ideology of employee engagement various with in the different generations. This topic is topical, and many companies and organisations are figuring out how to reach new generations. Kilpinen-Mangström (2019, p. 20-22) points out that maybe the biggest difference in for example Y-generation and so-called baby-boom generation, is that y-generation is willing to change the work or organisation easier than baby-boom generation. This sets the idea of employee engagement in a new light and creates challenges to hold on the employees. Different generations appreciate different things about work. Income and permanent work aren't the only criteria to create the need of engagement towards organisation. Opportunities to develop own competences, have a good balance between work and personal life and proceed in their carrier are the most common elements for Y-generation to become engaged employee. Even though the Y-generation would have all the elements to engage towards the organisation, they don't want to stay in the same organisation years. Approximately five to seven years is the time zone what Y-generation want to spend in the same organisation. Leading with the individual approach is the key factor with different generations in order to create employee engagement.

Improving engagement in the organisation or company, is possible if the management is committed to improve it. Characters and operating models which indicate to improve well-being at work can improve employee engagement as well. Putting effort in employee's well-being and possibilities to accomplish their job, gives as a return motivated and engaged employees. Honest and emphatical approach, providing support and opportunities and making effort to really know own employees are features which lead to success. As mentioned before, without trust and communication implementation of any kind of operations or improvements is hard or even impossible. Constantly busy environment

and working pace, finding possibilities to take time to listen employees and pay attention to employees' emotion and situation in life may be a challenge. It is still a worth one´s while, because employees are the key asses what organisations and companies have. (Loftus, Dobb & Lawson, 2011). Trust towards management and immediate superior as a strong factor of employee engagement has come up also in the research implemented by Pertti Jokivuori (2002, p. 73).

Assessment tool called Complete Quality Process (CQP) is a quality tool for management which can be used when implementing improvement actions and measuring the quality inside the community. Decreased turnover and increase of productivity and profits are reported as a result of improving operations with this tool. The tool is comprised of 7 different elements and all of the elements increase employee engagement in different ways (figure 32). Kärkkäinen (2002, p. 34) claims that employee engagement has become as important factor for the companies economic as the revenue, profits and contribution margin.

Figure 32. Elements of CQP-tool for improvement actions.

It is presented that the element called "100% employee involvement" in in a major role of engagement. Involvement can be increased by creating teams inside the working community and giving employees the opportunity to involve in their daily work in different ways. Working in teams, gives an opportunity to practise leadership and communication skills. Giving accountability for the employees, increase their willingness

to solve problems ahead and take responsibility about their own work. Top management must be committed and able to provide advices and help when employees need it. Providing opportunities to train own competences is reported back as an engaged employee. Measurements made by management gives important information for actions needed in the future. The importance of communications, recognition and gratitude cannot be highlighted enough. Emphasising success and giving employees positive feedback shows that management is capable of understanding and acknowledge employees in emotional level. (Pollitt 2013, p. 23). When dealing with disengagement, the first step is to figure out where the disengagement actually appears. Different kind of surveys should be allocated in all the operating divisions and the results must be handled by separating the whole organisation or company in to smaller divisions. If the results are handled as in whole organisation's level, the validity of certain division may not differentiate. This leads to the conclusion that in generally the result of disengagement in the whole organisation may be smaller than it really is. Without specific and detailed information, leaders cannot take a hand and plan for actions to reduce disengagement. This is also the point where lack of communication and trust will jeopardize the collection of realistic data. Leaders have responsibility to create opportunities where every employee can express their opinion without any kind of fears. (Pollit & Brown, 2008, p. 33).

Productivity in working places have increased if employees are engaged. Employees eagerness and innovativeness towards work and organisation creates better results in productivity and business outcomes. Engagement and satisfaction towards work can be seen in customers as well so engagement is over all visible issue. Employee engagement is combined with positive emotions and is proven to lower counterproductive behaviour. Engaged employees have need to exceed the expectations that has been adjusted for their job. Increase in productivity can occur for this reason because employees a simply doing more than originally planned. (Bridger, 2015, p. 28.) This is important aspect in well-being at work too and once again a concreate example about how different themes in business are jointed together. Bridger (2015, p. 41-44) underlines the fact can companies and organisations have to make their own decision on how to define the term employee engagement. It is a necessary task to go further with the development and strategy. All the definitions require different tools and approaches to fully function. After making these decisions, organisation or company is ready to plan their vision, goals and outcomes for employee engagement. Next step is to make an action plan with the list of concrete actions made to achieve the goals and outcomes determined earlier. Measurement is important part of the strategy process like in every process or project.

Pollitt & Brown (2008, p. 28-29) points out that giving employees different kind of perks, may not be the most efficient alternative to increase employee engagement. Giving employee the feel of being

noticed by listening and appreciating them, seems to be the most efficient way to motivate and engage employees. Seeing employees as an individual and noticing their emotions, strengths, weaknesses and values has become more important than perks. Perks and bonuses provided by the employer are commonly in use and they are a good addition, but it seems that currently they aren't enough. Bonuses can become from job done by excellent results or accomplishing the job in a less time. There is a certain risk that employees will use the bonus system in incorrect way by for example accomplishing the job quicker, but the quality of work is lower. This kind of rewarding system may also reduce the willingness to improve own competences or change the actual work. Perks can be opportunity to take sabbatical leave, take part in volunteer work during working hours, have a discount from the gym or having a private health insurance. There is no clear connection found that organisations or companies that provide bonuses and perks, are automatically fulfilling employees job satisfaction and engagement in the best possible way. As a conclusion of this can be drawn that employee engagement is dependent on individuals needs and it is a combination of different things related the emotions and solid benefits provided by employer.

Employee engagement challenges both employee and employer. If the level of engagement or commitment is very high, the danger of the situation where engagement turns to have negative impact on individual is quite high too. This can jeopardize the well-being of an individual by the cause of overwhelming stress and lack of recovery time. In the worst-case scenario, the extra effort made by the employee in the name of engagement, may cause exhaustion. Commonly this kind of situation or cycle of trying to do oneself best at work, can be hard to notice without the help of an outsider. It is important to understand that in the term of positively engaged employee, the work itself produce enjoy and enthusiasm. (Vainionpää, 2017, p. 21-22.)

4 IMPLEMENTATION OF THE RESEARCH

This part of the thesis introduces the implementation of the research. The description of the research has been presented first and after that thesis includes introduction of the interviewees and the conduction of interviews. This research was implemented with the help of qualitative interview. Biggest difference between qualitative and quantitative interview is that qualitative interview comprises the interviewee and interview situation with the individual approach (figure 33). This means that the personal experiences in individuals' life are the ones which interviewer wants to find out. Quantitative interviews are concentrating in bigger completeness and form the results by the distribution of answers. (Hyvärinen, Nikander, Ruusuvuori & Aho, 2017) Qualitative interviews can be called in-depth interviews which describes the meaning of fully understanding the experiences and expectations of an interviewee. One character in this type of interviews is that the answers and discussions are made by the interviewees own words. (Taylor 2016, p. 102)
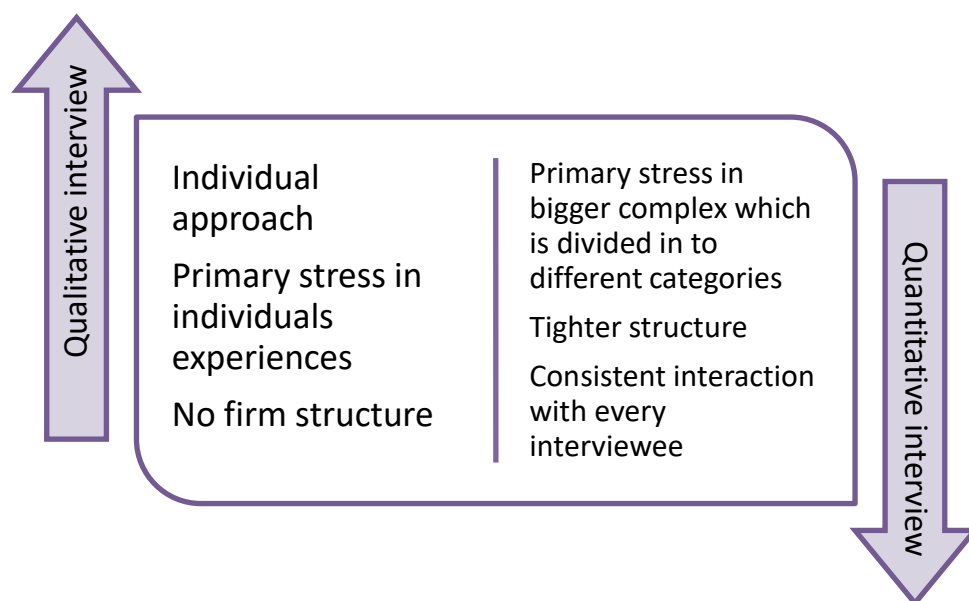
Figure 33. Differences between qualitative and quantitative interviews (Hyvärinen et al. 2017).

Interview as a research method is quite popular and it can provide plenty of information. Interview as a research method, always has a deeper meaning and goal than interview which can be conducted in news or magazines for example. Goals for the research are the main ranger when selecting the type of interview. Interview should help to achieve the goal of the research and provide valuable information which leans to the theory base.

Taylor (2016, p. 18) has said that: *"Qualitative researches are concerned with the meaning people attach to things in their lives."* Qualitative methods aim to relate the actual experiences with the facts. The structure of qualitative interviewees or other methods can be modified during the research to achieve better suitable results.

4.1 Description of the research

Main goal of the research was to find out answers to the research questions with the help of knowledge base. Chosen research method supports the subject dealt in the thesis in a best possible way. Research questions in this thesis were:

- How to improve well-being and teamwork in working culture?
- How to improve employee engagement?
- What management must take in to account to improve teamwork and employee engagement?

Interviews as a research method for this research was quite obvious choice. Research interviews can be conducted in different ways and theme interviews can be quite open and unstructured discussions. Still in research interviews, there is certain roles for the attendees. Interviewer is the one who leads the discussion and guides the interviewees throw the interview. Interviewer can encourage the interviewee to answer or continue their response by presenting additional questions. One recognisable feature in research interview is that the interviewer introduces the topic and the structure of the interview for the interviewee. At the end of the interview, interviewer can close the discussion by specifying the discussion as an interview. (Hyvärinen et al., 2017) Interviewer should act in a neutral way so that the behaviour or interaction doesn't have impact in the interviewee's answers. Interviewer also needs social skills to be able to react in the interaction during the interview. Interviewer carries the responsibility for creating an atmosphere where interviewee feels themselves comfortable. (KAMK, 2019.)

Research was implemented by theme interviews. This type of research method is efficient tool when one aim of the research is to find out personal opinions and experiences about certain subject. Interviewees were also asked to describe the definition and personal importance of the following issues: well-being at work, teamwork and employee engagement. The challenge in using interviews as a research method, is that interviewee cannot be sure what kind of answer´s he or she is going to get. Despite the method how interviewees are chosen to take part in the interview, interviewees answers may be terse (Hyvärinen et al., 2017). This can jeopardize the coverage of the results and have affects in the reliability of the research. In the other hand, some interviewees may provide very wide answers which makes the result analysing harder.

Interviewees wished to be anonymous. Anonymous can be guaranteed in different ways and in this case, it is guaranteed by using so-called categorising. This means that the identifiers are handled in indirect way in general level. Other ways to guarantee anonymous is to remove all the identifiers in the research material or change the critical identifiers like names of the interviewees. (Hyvärinen et al., 2017)

Research questions and questions used in the interviews was formed based on the theory and knowledge base of the subject. Interview form can be found in appendixes (Appendixes 2). Questions were divided in to two main topics according to the structure of the thesis. The topics were well-being at work and teamwork and employee engagement. The question form wasn't tested before the interviews. After the interviews came up the thought that perhaps there could have been less questions and the weight on the interviews could have been more in managerial work. Research methods and questions helps to deepen the knowledge in the subject of well-being at work, teamwork and employee engagement and shows the concreate connections between theory and practise.

4.2   Introduction of the interviewees

Research included four (4) theme interviews. Interviewees were chosen according to their own interest and experiences towards the topics. Discussions with the interviewees were held before the actual request to take part in the research. After the discussions, the formal invitation (Appendixes 1) was send by email for the candidates. It was happy to notice that all the invited interviewees wanted to take part in the research.

Interviewees wished that interviews would be held in Finnish and their anonymous would be guaranteed. Because of this, interviewees names and their organisation are going to handle in anonymous. Anonymous was agreed because of the sensitive topic and the business field interviewees operate. This was also important agreement for the sake of honest and straight discussion during the interviews. Perhaps the discussions couldn't have been so open if the anonymous wouldn't been guaranteed. Interviewees organisation operates in the field of education and provides education programmes from different business fields in Finland. Interviewees have different kind of background and job titles. All are very interested in this topic and have studied it in their own time. All the interviewees have taken part in inquiries in their organisation related to this topic and they would like to see changes in operating models. The topic of the research is currently very topical for them and I think that was one reason why they were consenting to take part in the research.

4.3   Conducting the interviews

Research for this thesis was implemented by theme interviews. Interviewees were approached officially by email and the invitation can be found from the appendixes (Appendix 1). Hyvärinen (et al, 2017) highlights that it is important to provide all the needed information about the research for the interviewees so that they can base their decision with the facts. Interviewees should have knowledge at least about:
- The content and goals of the research
- Implementation of the interviews
- Confidential issues
- The end-use and archive of the answers

All these points presented above, were mentioned in the email which was sent to the interviewees. All the planned interviewees agreed immediately to take part of this research. Interviews were implemented as a theme interview and interviewees got the questions before-hand. Actual interviews were scheduled with the interviewees according to their personal schedule. Specific duration for the interview was hard to specify before-hand but interviewees were asked to reserve at least one hour for the occasion.

Interviews were performed during the week 44 (28th October 2019- 1st November 2019) and the material was sent to interviewees week before the actual interviews. All interviews were held in face to face because it was confronted a natural and easy way for discussing this kind of matters. Interviewees were prepared for the theme by becoming acquainted with the interview questions. Every interviewee was interviewed as an individual. At the beginning of the interviews, I presented the research once again and went through the interview form. Interviewees were encouraging to talk about other issues as well if something related to the topic would be in mind. There wasn't any disturbances and the interviews were held in a quite space. It was nice to notice that interviewees trusted in interviewer and there wasn't any annoyance in the situation. There were differences between the interviewees. Some of the interviewees were keen on discussions topic widely and quick and some of the interviewees need some time to think what they will answer. Some of the interview questions were modified according to discussions.

All the interviews were successful and the discussion during the interviews were open and honest. Interviewees were very aware of the topics and had thought the questions and answers before-hand. Interview questions formed a good base for the interviewee and covered different aspects of the theme. In the beginning the atmosphere was excited but quite soon it relaxed. This was notified before-hand because the topic can be difficult. Free discussion related to topic was also present in every interview. The atmosphere was relaxed and, in a way, felt like interviewees were eager to discuss about the topics and have the

opportunity to be heard. Already during the interviews, the main factors and results came quite clear and the data analysis supported that thought.

The data from the interviews were processed and analysed by dividing the questions and answer in to themes. This was partly done before the actual interviews by dividing the questions under themes. Saaranen-Kauppinen & Puusniekka (2006) explains that themes can be same as the structure which was used in interview but during the data analysis, new themes may come up. This is what happened during the research and that why the theme "Management" was divided in to separate theme in the answers. It was originally part of theme interview form but not raised as a separate theme. Encoding the data was also used to find out the key factors from the data. Encoding means that the same issues from different interviewees are marked in some way. With this research, coloured pencil was used to encode the data material and it made the interpretation easier. Qualitative research material can also be analysed with the help of numbers. Usually numbers are used in quantitative research, but it is suitable for this occasion as well. In this case, another analysing method was to count down the encoded answers. This showed the number of repeated topics and answers.

5 RESULTS AND SUMMARY OF THE RESEARCH

This chapter present the results of the research. Results are divided in to different themes which are related to the conduction of interviews (figure 34). Interviewees had continuous answers in many questions and there was good discussion about the topic. In the research face, divided themes were well-being at work, teamwork and employee engagement. After the interviews were conducted, turned out that best way to handle the results was to divide the aspect of management in own division. So, results of the research are dealt with in four sections. Results were collected together, and the main factors were presented in this chapter. It came obvious that well-being at work, teamwork and management were the topics that interviewees wanted to discuss most about. Employee engagement was discussed also but the discussion was reduced and concentrating in other topics.
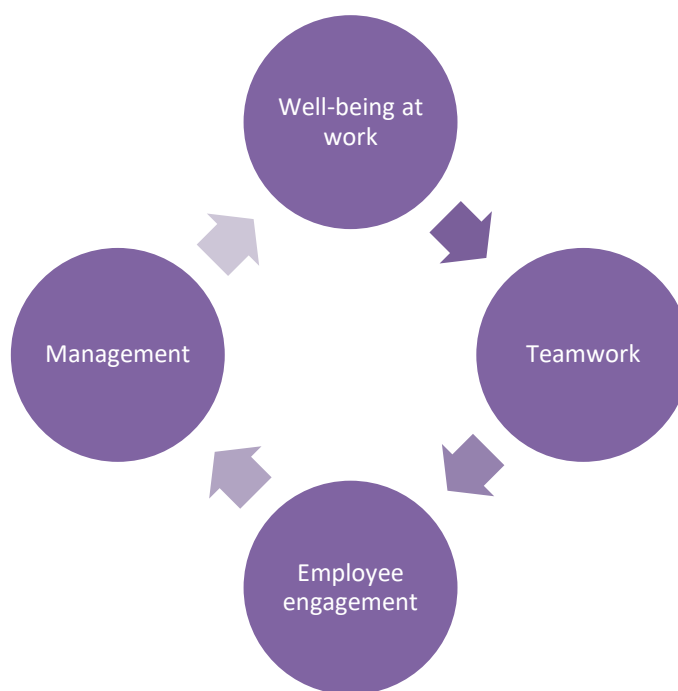
Figure 34. Themes of the research and results.

At the end of this chapter the summary of research is presented. This summary contains some improvement and development suggestions as well. Interviews established the discussions of this themes in the case organisation and provided information and support for the individual employees. Results of the research could be used as a helpful tool to improve well-being at work in the case organisation. Open discussions and willingness to improve the actions are needed when improvement is planned and executed.

5.1 Well-being at work

First topic in the research was well-being at work. Interviewees were asked to describe what the term well-being at work means for them and what kind of issues they appreciate in work. Results to these two questions were unitary and the idea that work is part of the individual's well-being among many other things, came up many times. Well-being at work was strongly tied in the working community and the co-workers. Relationships inside the working community and the functionality of working community were highlighted.

> "Working place should create a good and inviting feeling for personnel. So that every morning when you have to go to work, it is a happy thing."

> "Co-workers and working community have huge impact of well-being at work."

Communality has strong meaning in the working environment, and it can be seen as a tight working community, shared brakes during the day, meetings as a team and joint desire to reach the goals together. Fulfilling and sufficient work should challenge, but if the work tasks are too challenging and doesn't meet the skills and knowledge of an individual, the purpose of the work is opposite. In this kind of situation, motivation towards work can decrease. Possibility to use own skills and knowledge with in different kind of projects or work tasks, creates motivation and the sense of solidarity. The validity of salary should be connected with the level of skills and challenges in the work task.

Recovery from the work was widely part of the discussion. Topic was discussed related to many questions. Nowadays constantly changing world and tight schedules challenge individual and have effects in recovery. Recovery were experienced to be jeopardized in stressful and busy situations in work. Schedules were experienced too tight most of the time and that challenges the capability to accomplish the work. Calendars are full every week and planning ahead has become difficult. Living one day at the time has become the only way to survive most of the time. Individuals are not satisfied for the quality of their own work, but they feel there is no time to do it better. Problems in memorising issues have increased and effects can be seen daily.

> "Part of the well-being at work is that you recover from the day well. If not, work starts to strain free time."

> "Work should give more than it takes."

> "There is no energy to get excited something new or do things in private life."

> "Feels like the hardboard is full, memorising things have become difficult."

> "I don't have ability to plan next week, because all the energy/time/effort goes to accomplishing the specific day."

Issues related to psychological safety raised up as a part of the research. Interviewees felt that their possibility to express their opinions were jeopardized in many occasions. This has been on view for example in meetings where someone's address is interrupted, or attendees are focusing on doing something else rather than listening to everyone's opinions on the subject. This has created frustration and raised the feeling of disrespect. Disturbance in the middle of work were experienced quit often and keeping the focus in work because of the disturbances was hard at times.

Work that correspond personal values, were appreciated the most. It is hard to work with organisation or company which doesn't share the personal values. If the working environment or work tasks are controversial with personal values, motivation and well-being towards work will decrease. The importance of good leadership and working community raised up in the appreciation question too. Leadership and topics related to management will be handled later in this chapter. Discussion about management was wide and that´s why it would be deeper analysed in its own chapter.

> "I appreciate functional managing duties and clear responsibilities. Supportive and trustable co-workers are important too."

> "Good supervisory skills and ability to receive feedback from own work."

> "Comfortable working atmosphere and co-workers that I can trust."

Experiences on how the well-being at work is noticed or handled in the own organisation were jointly found out to be a challenge or there are flaws in the implementation. Organisation have organised inquiries to find out the situation of employee's well-being, but inquiries have felt mannered. Especially the experiences are considering the concept of intellectual capital which contains relationships, communality, psychological safety and valuation of an individual. Concrete improvements or actions made by the results of inquiries are not implemented or not implemented in a way that employees feel that they are heard. This has huge impact in the atmosphere and in the motivation of employees. Authentic encounter between the employer and employee

is important. Challenge in this is that employees don't feel there are heard or valued which are the basic needs of human being. The atmosphere and motivation of employees is possible to increase in smaller things, but it needs an example and guidance from the management.

> "Discussions and inquiries seem forced and actual arrangements are missing."

> "Quite often the feeling that nothing is going to change is in mind."

> "Feels that employees are not faced and noticed as an individual."

Tangible assets for the job are described to be in a fundamental level. Equipment's and facilities enable to accomplish the work and encourage for communality. Health care organised by the employer was experienced valuable and functional benefit which support the well-being at work. All the interviewees felt that they are not fully satisfied for the current situation. Issues that are not implemented properly, are starting to effect in daily work. They cause stress and frustration which jeopardises the ability to work and reach the goals. Haste is part of everyday life more and more, which challenges the ability to effect or change issues. Haste also has huge effect in recovery.

Noticing others, taking their opinion in to account, having courage to speak up about the difficult issues and trying to focus in the own well-being and recovery more were the joint results when discussing about how an individual could improve own and working community´s well-being. When talking about noticing others, the discussions leads to the fact that co-workers and supervisor should know what kind of personalities operate in the same working place. This helps to understand what different people need and provides the opportunity to be noticed as an individual.

> "Having courage to speak up about the real issues."

> "Appreciating others and look kindly on other´s opinions."

> "Trying not to stress things that can't be solved."

Honest talk about issues that needs to be improved, requires courage and opportunity. If the environment is offensive taking this kind of discussions may be challenging. In the other hand, it is only way to improve things. Interviewees have experienced that the honest talk doesn't necessary help or change the situation, which leads to frustration and the feeling of desperate.

The importance of self-leadership has increased, and interviewees have applied the concept of self-leadership in their work. They highlighted the importance of managing own work and ability to lead oneself to accomplish the job. Employees with high level of self-leadership doesn't need continuous control from the management. Knowing and recognising own competences and boundaries in well-being are crucial. Ability to say no when own resources won't be enough or the schedule is too challenging is important. That way individual takes responsibility of own boundaries and well-being.

> "Self-leadership means that individual is capable of doing the job independently and won't need constant supervisor."

> "Part of self-leadership is to take the well-being at work in to your own hands. Organising the work tasks and schedules according to deadlines and importance combined with personal life is a talent."

Opportunities to influence in work tasks or working ways were described partially limited. Ability to educate oneself and grow own expertise is important too but scheduling time for that is sometimes challenging. Haste is biggest obstacle for taking time to educate oneself or participate in professional seminar´s.

5.2 Teamwork

Teamwork is important part of interviewees work. Ability to work within different teams and with different people is important. Teamwork needs time to grow in full potential and patience to develop joint working ways. The benefits of working in different teams could be exploit deeper and they should be enough time for that. Functional team consist of trust with one other, knowing all the team members and willingness to work together and help others. Well-functioning team has to have different kind of people. Team members different background, education, experience and personalities creates more values for the team and better results. Team that has problems in their grouping may have conflicts or diversity may create assaults or diminish. If the team doesn't have knowledge about the team members and their operating models, results in teamwork may be remote. Conflicts may occur easily and even bullying or disturbances between the team members. Problem solving and ability to take measures are needed skills to reach the goals. Teamwork may require quick decisions and capability to take responsibility. Capability to endure uncertainty and failure are needed, because both of those topics are strongly part of teamwork.

> "All the team members have to have the same goal."

"Trust is the foundation of functional team. Team leader have to give space for the team members so that they can accomplish their job."

"Good team work needs trust and joint goals. If the attendees don't share trust, co-working towards common objective is impossible."

"Team has to have different kind of people. Diversity creates opportunities and better outcome."

"In a worst case, differences between team members can be used to assault or diminish another. That's why trust and understanding towards diversity are needed factors."

"Situations may change rapidly, and team need to have capability to react in changes. There is no point getting stuck in situations or decisions. More important is that how the team is going to continue."

To get the best possible benefit from teamwork every team member must have their own role for the job. There is no point if every member of the team is processing the same working state. Setting up different roles for everyone, reduce the overlapping of work and decisions. It also gives responsibility for the employee to accomplish their own area of the work. Teamwork supports the communality as well and creates relationships between co-workers. Roles should be divided according to team members own interest and skills. Team could have for example innovative planners, realisers or leaders.

Different personalities occur in teamwork. Functional team puts efforts in figuring out what kind of personalities team holds in. This helps to create working ways and understand others. Different personalities fulfil the team and wider the knowledge. This point came out in the discussions many times. Personality tests may be useful tool to find out the personalities inside the team. Interviewees discussed about how strong and/or extrovert person may ride roughshod over other opinions. This is the situation where psychological safety may be compromised. Interviewees have had experience of these situations. It´s important to highlight that all the members are needed despite their personality type. Traditional division in to extroverts and introverts can be seen when discussing about personalities. Extroverts are most likely those team members that produce ideas, but introverts are most likely willing to work on those ideas' future. Balance between different personalities were recognised as a challenge for the interviewees work.

> "Personality type can obstruct the teams work. Strong person may override person who is more introvert than extrovert."

> "Person can act as a pillion passenger which may slow down the teams work."

Challenges that may occur when implementing teamwork as a working method, can make the work difficult. If team members are not committed towards the team or goals, every team member may concentrate only in their own work. Jointly formed rules for the teamwork ensure that all the members in the team are doing what they are supposed to do and, in a whey, that team work can be success. If team leader or management doesn't notice or react in breach of regulation, team work is jeopardized, and goals may not be achieved. One challenge may be that the whole team doesn't understand the completeness of the work. If this is the case, it may be difficult to understand the reasons why team members are doing what they are supposed to do. Defeat this challenge, team must have clear goals and they need to discuss the topic together to be sure that every member knows their role and where the team is going.

> "Together appointed goal carry´s out in the challenging phases."

> "All team members have to have ability to be elastic when team faces challenges."

> "It is obvious that team will face challenges during the way and flexibility helps to deal with those challenges."

5.3   Employee engagement

Discussion about employee engagement started with the definition of the term itself. Interviewees described that employee engagement can be experienced as a feeling of togetherness and enthusiastic approach towards work itself. Committed and engaged employee is willing to do the best for the sake of employer and the sake of their own work. Motivation and efficiency are most likely in high level for engaged employee. Well-being at work can be seen in employee engagement. If the employee is not satisfied in the organisation, he or she is most likely going to change the working place. As one interviewee has discovered, only satisfied and affluent employee can be engaged towards the organisation:

> "Only contended employee is willing to be engaged in the organisation. Well-being at work and employee engagement goes hand in hand."

The actual work with the responsibilities and challenges can create employee engagement. Co-workers and supervisor's leadership skills were experienced to be part of employee engagement as an element which can increase or decrease the engagement. Facilities and equipment's can also affect in this. Interviewees felt that the concrete facilities were in a basic level but to create employee engagement those issues should be in higher level.

Interviewees explained that when employee engagement is in high level, employee is willing to be flexible than employee who is not committed or engaged. This can be seen in situations where employee has a feeling of becoming sick but there are duties that needs to be done. Engaged employee is more likely willing to take care of those duties' despite of minor sickness. Unsatisfied and unengaged employee will stay easier in the sick leave and doesn't mind how the tasks and duties are handled in the meantime. Engaging to the organisation has a deeper meaning than just fulfilling the work tasks.

> "Failures don't prevent employee engagement. Keeping employees under strict surveillance will decrease employee engagement."

In the quotation above, came up the thought about trusting employees and their expertise. This creates well-being at work and generates the engagement too.

5.4   Management

As already mentioned before, the discussion about management and leadership was so wide that results from this part are dealt with in the own chapter. All in all, the importance of management and supervisor were experienced to be one of the most important issues related to well-being at work and motivation to do work. Supervisor´s actions or omissions affect in daily operations and can cause for example lack of trust. This makes the work itself even harder and have impact in the atmosphere as well.

Support or advices from the management were sometimes needed, but experiences in receiving the needed help was defective. Main conclusion was that the received support was experienced more like operating instructions and the aim of these instructions were related to economic point of view and how economic situation in organisation would be better. The need for authentic encounters was highlighted during the discussions. Interviewees would like to have the experience of human approach and valuation as an individual would be important part of that. Management could support the well-being of an individuals with the authentic behaviour and noticing all the employees as an individual.

"Advices from the management should support the employees work, not making it more difficult."

"Sometimes support and advises would have been needed, but reality has shown that it´s easier to operate in own way."

"Mainly support comes from the working community and co-workers."

"Knowing personnel and the way all the individuals operate in the working community, helps to lead people."

"Listening authentically and being there for the subordinates are the key factors for good leader."

"Genuine interest towards subordinates and capability to have constructive dialog with each other would support the feeling of valued. Openness and equality in working community should be highlighted."

Management can affect in employee engagement with the help of same themes and issues which can be considered when improving the well-being at work as a whole. Trust and capability to listen to subordinates came up during the interviews. Part of trust is to take account employees opinions. Managements opinion shouldn't be the one and only which steers all the actions forward. Management´s one big role is to set up the goals and provide the facilities and equipment's to achieve the goals. Changing the goals or instructions in the middle of the job makes the employees situation harder. One resource which was repeatedly discussed was schedules and haste. Interviewees experience that they can't affect in most of their schedules which leads to the point where workload is increasing, and haste is going to evolve. This also the point where the trust issues came up. If all or at least most of the schedules would be planned together, employees would have opportunity to affect in those. Employees themselves have the knowledge of how much time certain work task is going to take. This knowledge should be making use of rather than just dictate the schedules. This kind of operating model can create conflicts and exhaustion.

"Trusting that employees can manage their work and give them freedom to try new."

"Management should take care of the resources. Organising time for the job and development is important. If the haste is continuous state, negative impacts are going to show in a short period of time."

> "Listening to employees experiences and knowledge about the job and the concrete implements which they are handling every day, would help the planning."

The joint conclusion was that the feeling of valued and authentic, human treatment could be created with in small actions. Simple question of how the employees are feeling or how they are coping would make a huge difference and could be a start. Knowledge of human nature is part of this too. Knowing what different employees need in different occasions and what is the thing that keeps them going are key factors of a good leader.

> "Sometimes management could just simply ask how the employees are doing. It would show that they care and are noticing employees as an individual with the personal approach."

> "Leader should encourage the employees after setting the goals and facilities for them. There is rarely need for direct control but instead space for encourage, support and listening."

Feedback from management was valued but the situations where interviewees would receive feedback was experienced quite rear. Constructive feedback and discussions about negative issues wear missed as well. Feedback is important for the growth and constructive feedback helps to develop own expertise. Negative issues or changes were handled with indirect approach. Interviewees would require direct approach in negative issues and open discussions about those issues. Covering the facts and negative things usually makes the things harder. It also creates unimportant feeling for employees or a feeling that management think, that employees are not capable of handling difficult issues.

> "Negative feedback should be honest, encouraging and supportive. There is no point of hiding issues under bed."

> "Management can't be afraid of difficult discussions. Management have to have all the wires in his or her hands."

5.5 Summary of the research

Research was implemented with theme interviews. Interviews showed that there are some joint conclusion and development needs. Implementation of the research was described in the chapter four (4). Interviews were conducted for four persons. In ideal situations there would have been more interviewees but because of the schedules during the thesis process, interviews were agreed to implement in this way. Although the number of interviewees were quite small, interviewees answers repeated themselves in many questions. This made the

disassembling of the results easier and the main conclusion came up clearly. Research results supported the findings in theory references. Research results could have been fulfilled with quantitative research methods.

Main issues that raised from the research was recovery from work and managerial work (figure 35). Interviews showed clearly that employees are getting tired and would need some support for their recovery. Difficulties in recovery can be already seen in free-time and it has effects in completing the work too. Interviewees felt that they don't have energy to plan their work for longer-time and instead they are living day by day. This can make some work tasks harder to accomplish because some tasks would require long-term planning and decision making. Lack of energy and recovery is going to increase if there are no actions to step in the situation. There is a risk that employees will have some kind of burnout or other health hazards in a short period of time. This will mean that employees have to stay on a sick leave and recovering from that may take long time. Workloads are experienced to be large and schedules are tight almost every week. This increase the challenge of recovery and taking time to balance the work load. Breaks during the work day will support recovery from the work. Currently most of the breaks are being used as an opportunity to solve work related issues. This has been experienced frustrating in many occasions because it overrules the idea of breaks. Breaks should offer an opportunity to do and think something else than work. Communality and social relationships gain strength when the working community have something else to do and think together than just work-related issues. Working community becomes stronger when employees share common experiences together. This kind of experiences are good opportunities to learn from each other's characters and personality. Improving communality inside the working community, can be seen as increased motivation and stronger social relationships between employees.

Another main theme that raised up was the managerial work which was experienced to be in a level that needs development actions. Many issues were related to the managerial work and interviewees felt that concentrating in this topic, many other issues would be solved in the same. Clarify in decision making and communication came up in the interviews. Joint operating models support the equality and quality of management. Research showed that authenticity and humanity from the management was experienced to be imperfect. Employees miss the experience of individualistic treatment and understanding. Every employee has different kind of needs and requirements towards work. Basic need of human being is to be noticed and heard as a unique person. This basic need should be taken care of in the working environment to fulfil the experience of valued worker. Life situations vary between employees and these matters can have affect in working ability. According to interviewees, listening, understanding and being

authentically interested on employees' situations were needed aspect from the management. Interviewees felt that even a simple question about how they are coping, would increase the feeling of valued and cared as an employee.
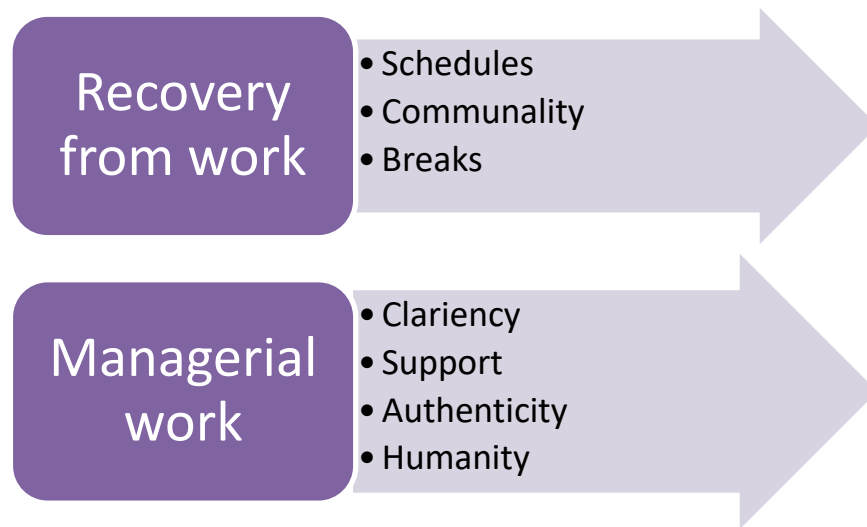

Figure 35. Main conclusions based on the research results.

For improving themes which came up in the research, plans and actions should be made in care. Currently there is a risk that employees in interviewees organisation will get frustrated if the actions are pointless or repeat the past. Different kind of surveys are commonly used in working life. Surveys can be a useful tool to find out current situation, but it depends on the structure of the survey and how the results are handled and presented. There is a risk that badly operated survey can turn against the development process and it loses the meaning. This is the situation which came up in the research interviews and because of that, usage and implementation of the surveys or inquiries must be planned very carefully. Perhaps the usage of this kind of tools to improve interviewees organisation, is not the best possible solution at the moment. Inquiries made recently could be part of the development process because some of the issues have been presented in there.

Highlighting the recovery in every level in employee's life would be important. Providing support and understanding in different situations in life is needed. Seems that understanding of humanity is dismissed or forgotten. To improve this, management and the whole working community need to have information about the basic needs of human being and the personality approach. Recovery can be supported with the tangible items too. I strongly believe that both tangible items and intellectual capital are needed when improving this theme. Organising different events for the whole working community where co-workers have possibility to discuss with each other and spend time would be useful. Official professional events won't provide the same kind of opportunity for communality which in this case may be needed.

Encouraging employees to take care their welfare can be done by providing expertise lecturers which provide information and tools to change employee's welfare. To solve both, recovery and managerial work, I would suggest honest discussion in the working community. Understanding of different personalities may be easier with the help of personality tests or education. Open discussions of employees' characteristics and thoughts would increase the understanding and show why each individual are acting the way they do. Interviewees also highlighted the importance of honest discussions. Discussions about difficult subjects require courage and willingness to solve the issues. These discussions are crucial for improvements processes. The occupational health service can provide support and advices for the management in this kind of situations. Interviewees felt that employees may be afraid of talking about the real matters. It may be hard or vexatious if the supervisor is present in the discussions. Problems in working community´s atmosphere may occur if the atmosphere isn't honest and open. Talking behind someone's back or gossiping may be present if the atmosphere inside the working place is problematic.

Kärkkäinen (2002, p. 68-69) has pointed out that most of the supervisors needs education to accomplish their challenging job in a successful way. Main goal in these education programmes is to gain competences to improve operations inside the company. Education may be needed also because of the changes happening in the working life. Rewarding systems can be part of well-being at work and can motivate the employees to do their best in every level of their daily work. Rewards must be equitable and accessible for every employee (Jabe 2012, 159). Other way this kind of systems lost their meaning and will cause jealousy and acerbity between the employees. This kind of rewarding systems can be useful for example during the change processes in the organisation to increase the motivation towards change and joint goals. Remembering employees outside the official rewarding systems shows that employees are valued and noticed beside the official programmes. This also gives an individual feeling for employees.

6   CONCLUSIONS

Subject of this thesis is multifield and complex. Well-being at work consist many aspects and responsibilities. Nowadays constantly and rapidly changing working life requires new solutions to improve employee's well-being. Authentic listening and reflection on employees' experiences and emotions will support individual treatment. Employees and employers must keep in mind that no one is perfect and well-being at work is collaboration between each other. Problems in some areas of well-being at work are common and affects can be seen in many ways. Every individual has responsibility to act in a way that their decisions and actions support their own well-being as well as the whole working community´s welfare. Employees free time and work load should be in a balance to support the individual's well-being. Employees have to take care that their free time includes time for recovery so that they can maintain the ability to work. Employer is responsible about the working environment and work arrangements. Facilities and equipment's should support employee's ability to work. Employees competences and skills should be maintained and developed squarely to make sure that employee has all the needed skills to accomplish the job.

Research questions were discovered to be quite wide. The topic in its own is wide and during the thesis process thought of separate research in one specific theme of the thesis topic came to mind. It would have been interesting to implement the thesis and the research in that way and it could have provided the opportunity to deepen the specific topic further. After the research face, thesis author had the thought that more interviews could have been conducted or the research could have been supplemented with the quantitative methods. Although the research results were already partly repeating themselves so perhaps the coverage of the research was enough in this case. Schedule of the thesis process was the biggest obstacle when planning implementation of the research. Research was experienced to be success and discussions with the interviewees were honest and open. The atmosphere during the interviews was warm and interviewees seemed to be relieved by the opportunity to discuss about the matters.

Aim of the research was to find out what kind of opinions and experiences interviewees have related to the themes of well-being at work. Research was implemented by theme interviewees and the discussions with the interviewees were interesting and broaden. Research showed clearly that the managerial work, treatment as an individual and recovery from the work were the main issues in interviewees discussions. Importance of individual approach towards employees have increased during the years and it is clearly an issue which needs management's attention. Individualism can be noticed by giving employees opportunities to affect in their work and professionally educate themselves. Supportive actions

in well-being at work can be customised according to employee and this support the ideology of individualism. Employees have different kind of needs and situations in life so the actions and services to support the ability to work can't be same for every employee. Improvement processes in the case company should be done to support the improvements in recovery, individualism and managerial work. Appendix 3 describes an example of tool for starting up the improvement process in the organisation. It is a simple tool to asses current situation in the organisation from different point of views.

Thesis process itself has been successful and the author of the thesis have learned a lot. Interest towards the topic has increased and many matters related to the topic have become part of the thesis author´s own work. Schedules related to the implementation of the process have been accurate and co-operation with the commissioning party has been productive. This comes up also from the feedback given by the commissioning party. According to the commissioning party, thesis and the results of the empirical part, will be used in the future in appropriate occasions. Support from the commissioning party and from the education provider has been important for the thesis author and it is experienced to be incentive.

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Appendix 1

INTERVIEW INVITATION AND INTRODUCTION OF THE RESEARCH

Send by email in 21th October 2019

Interview invitation

Hello,

I´m currently studying in Häme University of Applied Sciences and performing Master´s studies in Business Management and Entrepreneurship -program. I´m working on my Master´s thesis and the topic of the thesis is "Well-being at work consist well-being, motivation, teamwork and employee engagement". Thesis introduces different theories related to the topic and part of the thesis process I´m going to conduct a research by interviews. Research aims to find out concreate answers and experiences which can be connected to the theory base. Interviews are held as a theme interview and I hope to have honest and open discussions with you.

Interviews will be held in face-to-face during the week 44 (2019) if the schedule is suitable for you. Detailed schedule can be decided later on. I would ask you to reserve at least an hour for the interview and prepare yourself with the research questions before hand. Interviews and answers can be handled in anonymous way if you wish so and the answers will be used as a part of the thesis.

Thank you for taking part in the research. If there are any questions, don't hesitate to contact me.

Yours sincerely,
Kanerva Hopeapuro

INTERVIEW FORM

Interviewee:
Date of the interview:

Well-being at work:
- What well-being at work means to you?
- What do you value in work?
- How well-being at work is noticed in your organisation?
- How communality can be seen in your everyday work?
- Are you satisfied with the current situation in your working community?
- What could you do to improve well-being at work both from individual and working community points of view?
- What the term self-leadership mean to you?
- Do you have opportunity to affect in your job description or working ways?
- Do you have opportunity to develop our own work-related competences?
- Have you experienced stress from the job?
- Have you struggled with your work because of the stress?
- Have you experienced disturbance or other issues which could jeopardize the psychological safety?
- Have a received support and/or advice related to your work from the management?
- Does your employer monitor well-being at work? If so, how it is done?
- How management could support your well-being at work?

Teamwork and employee engagement:
- Is teamwork important part of your work?
- In your opinion, what kind of team is functional?
- Do you feel teamwork is a good way to work?
- How different personalities affect in teamwork?
- What kind of challenges teamwork sets?
- What issues affect in employee engagement?
- How management could affect in teamwork?
- How management could affect in employee engagement?

TOOL FOR DEVELOPMENT PROCESS

Tool for figuring out different characteristics in well-being at work and
responsibilities for employee, immediate superior, management, labour
protection, human resources and occupational health care.

Completeness:
- Working environment
- Values
- Education
- Management
- Atmosphere and
  community

How responsibilities are divided?

Management:
- Leadership
- Working capability
- Competences
- Professional skills
- Self-leadership

Working community:
- Atmosphere
- Social relationships
- Trust and support