

# **Work Engagement amongst physiotherapist and personal trainers**

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Master's Thesis

Jan 2020

Double Degree Programme

Master's Degree Programme in Health Care and Social Services  
Development and Management

Study Field: Physical Therapy

Master's Degree Programme in Health Management

Carinthia University of  
Applied Sciences

JAMK University of Applied Sciences

School of Health Sciences  
and Social Work

School of Health and Social Studies

Health Management

Health Care and Social Services  
Development and Management

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# **Work Engagement amongst physiotherapist and personal trainers**

## **A case study about a work engagement**

Submitted in partial fulfilment of the requirements of the academic  
degree

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Author(s) Jonninen, Minna	Type of publication Master's thesis	Date Jan 2020
	Opinnäytetyö, ylempi AMK	Language of publication: English
	Number of pages 55	Permission for web publication: x
Title of publication <b>Work Engagement amongst physiotherapist and personal trainers</b> A case study about a work engagement		
Degree programme: Double Degree programme of Social and Health Services, Master Degree		
Supervisor(s) Reiche, Ralf & Mäkelä, Tapio		
Assigned by		
<p>The quantitative UWES estimation method was developed in the Netherlands in the early 2000s by Wilmar Schaufeli and Arnold Bakker. The method evaluates the absorption of work in its three dimensions: vigor, dedication and absorption. Work wellbeing is clearly understood nowadays more like "working nausea". This problem or negative thinking is very unilateral because if we only search problems, we will only find problems or problems that are not yet created. The concept of work engagement describes real work wellbeing. The thesis focused on understanding of the significance of work engagement. The level of work engagement was determined by the Utrecht Work Engagement Scale (UWES 9). The aim of this study was to examine what kind of work engagement physical therapists and personal trainers had in a fitness and health care organization and what level of work engagement they experienced.</p> <p>The theoretical framework focused on the understanding of work engagement. The target group of the research was the operational unit of a fitness and health club. 29 employees participated in the survey. The research was conducted as a quantitative online survey. The work engagement claims in the survey questionnaire were made according to the international UWES 9 scale assessment method.</p> <p>According to results, the employees of the organization experienced work engagement several times a week and were inspired by their work. Moreover, they had energy and stamina and difficulties with detaching from work because of being drawn to it. The total value of work engagement was 5.08 (std. deviation 0,18). Compared to the reference material, the results can be considered "average high", as the total, standard mean values of work engagement are between 4.54 and 5.30. Pearson's correlation indicates a strong and positive correlation. This means that the employees are energetic at work and spread happiness around the workplace. Based on cross tabulation, there were no differences when comparing age groups and genders.</p>		
Keywords/tags(subjects) Work engagement, work well-being, work resources		
Miscellaneous (confidential information)		

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# 1 Introduction

Work wellbeing is clearly understood nowadays more like “working nausea”. According to Hakanen (2009a) this problem or negative based thinking is very unilateral because if we only search problems then we will only find problems or problems that are not yet created. Discussion on work wellbeing should not only face the negative style because the manner of the approach is too unilateral and negative.

There is a need for concepts, on how to describe positive acts and experiences (Hakanen, 2004). For this need Professor Wilmar Schaufeli and his research group have answered and developed a work engagement concept for describing real work wellbeing (Schaufeli et al. 2002). There is not difference between these two phenomena. UWES (Utrecht Work Engagement Scale) is used to determine and describe the work wellbeing level in people. Work engagement is dependent on work wellbeing aspects.

The roots of positive psychology is concentrating on examining positive phenomena. Short time work engagement has exceedingly turned out to be a promising concept and phenomenon. Regarding research, work engagement is known to be an indicator of for example an organizations economic success and workplace commitment. Moreover, it also means that fewer people will go an early retirement and that people manage their work well and have a greater general satisfaction for life. (Kauppinen et al. 2013, 118)

This study was hoped to greatly benefit the target organization and other organizations as there is a big competition amongst rehabilitation and fitness customers and who will provide the best service and value for customers money.

Numerous studies have already been conducted on work engagement and those have been carried out in recent years on how work engagement is experienced by different professional groups. It has been studied in Finland for example on dentists (Hakanen & Schaufeli 2012) and teachers (Hakanen, Bakker & Schaufeli 2006).

The study of this kind has not been done before and for this reason I chose the topic which is about physiotherapist and personal trainers work

engagement. The employees of fitness and health clubs grow tired with their work effort demands. A great deal of economic success pressure is on their shoulders and otherwise their salaries are very small and that also affects to their personal economic issues. The more they work, the more they have customers and the more they get paid. The employers offer some commissions on top of their hourly work. The employees sell physiotherapy or personal training packages and are paid a certain amount of money from that as well. The employees' wellbeing and work engagement plays an important role when analyzing their vigor-, dedication- and absorption levels.

Work engagement benefits everybody and experiencing a work engagement is a very valuable wellness experience. In addition, it has many positive consequences for the employees themselves, for their private life and for the fitness and health care organization. Many positive effects can be seen after a long time. A work engagement experience has a positive relationship with the employees' health, good performance and the organization's financial success. (Kauppinen et. al 2013).

Fitness and health business organization have quite a big turnover of physical therapists and personal trainers. The first research question examined the level of work engagement among physiotherapist and personal trainers in fitness and health business organization and the second research question focused on what kind of work engagement physical therapists and personal trainers had in the operational unit.

The Utrecht Work Engagement Scale (UWES) 9 questionnaire had not been used before when examining the employees at the fitness and health business organization. One work wellbeing survey had been conducted before but the participation level was fairly low as the employees needed to do them on their own time and this kind of commitment required the employees free time to participate in this.

A UWES 9 survey can be conducted at any time again if the management wants to know whether the changes made in the organization have had any benefits and whether the level of engagement has improved. Other organizations can also compare their own results to these and see where their own employees stand and obtain important information about of work wellbeing and work engagement.



It is important to know the results of employees work engagement levels because in that way the management is aware of the work wellbeing in the workplace. This may also encourage the employees to bravely raise out discussion about wellbeing at the workplace and even raise their negative concerns to the management. This measurement method brings the employees security that at least the management is aware of their dedication, vigor and absorption levels. Moreover, if they want to improve their work wellbeing they can measure this anytime again and see if the implemented changes are for the better or worse.

Employees work wellbeing has not been included in the business strategy of the fitness and health organization. Thus this study was hoped to explain the importance of work wellbeing and that it would be very important to include it in the business strategy.

In Finland, there is plenty of discussion on work wellbeing and work engagement and somehow it is a major topic in the government level decisions as well. These two topics are linked to each other. With work engagement results, work well-being can be determined in one way even if there are other ways that can be used as well. The government is trying to raise Finnish citizens' the retirement age to 67 years and the discussion is about how people manage to work for so long if work wellbeing is not at a good level.

In the past few years, work engagement has become a trend in Finland, and most human resource departments in businesses are seeking this kind survey method for measuring work wellbeing in their companies. The businesses are concentrating on the employees work wellbeing strategies and investing great sums of money in it, because at the end, it pays off.

Employees who are engaged to their work are self-imposed and reformative. They are committed to their work and to helping their colleagues, and they transmit work engagement in the work community. In addition, they feel that work improves the quality of their lives and overall they are happier than other employees. According to study made by Occupational Health Institute of Finland, at least two out of three Finnish citizens experiences vigour, dedication and absorption at least once a week (Kauppinen et. al 2013). There has been done research on this field but not so much in this particular profession. According to Seppälä (2013) analysis of his doctoral dissertation.

He has combined previously collected research data on several jobs and occupational groups. The latest study related to this subject is Ojala's (2019), A Cognitive-Behavioural Work Related Program for Early Rehabilitation: A controlled study among municipal employees in Finland. The subjects were recruited from different vocational areas and the largest participation was by women who came from health services (37.3%) and by men from construction and transport (70.4%) From this point of view, employees well-being has always been priority among my interests and how to develop it or maintain it at a good level.

The present study is a quantitative research work, for which the necessary quantitative data were collected by using the Webpropol software. The response rate remained very high as the employees were encouraged to answer the questions, and the line management were also reminded to encourage the employees' commitment to this study. The subjects answered voluntarily, and the results will be presented to the management and employees. The name of the company has not been mentioned for ethical reasons.

In addition to this and based on the results, the purpose was to give proposals on how the management could adjust the work so that it would supports the main aim of good work engagement. In the operational group, the physiotherapists and personal trainers play an important role in the organizations economic success strategy. It is important that the employees are committed to the businesses strategy and that the management perceives the employees work wellbeing as a main success factor as well. The UWES 9 norm values (based on the research data collected by the Finnish Institute of Occupational Health from finnish workers) have been used as reference material (Hakanen 2009, 41).

The literature review was conducted by using health related research-based databases such as Pubmed, Medline, PEDro Physiotherapy Evidence, CINAHL Plus with full text EBSCO, Academic Search Elite, Cochrane Library and Google. The key concepts were well-being at work, work engagement, work resources and UWES 9 and 17 (Utrecht Working Engagement Scale). The literature review was partly systematic literature review for clarifying whether this kind of research had conducted before. In the academic literature search in the science databases, the abstracts were read first, and the first

inclusion criterion was that the study included work engagement and Utrecht Working Engagement Scale survey. After this, the inclusion criterion was that the study had fairly new information about work engagement and work wellbeing. The selected studies were from a period between 1995-2019. From the literature was seen that the Professor Jari Hakanen is very well internationally known professor who publishes his articles in english mainly and has been a messenger of Work wellbeing and work engagement in Finland. For this matter his merits as messenger of work wellbeing and work engagement are also highly appreciated amongst other researchers and book publishers around the world.

## **2 Definition of work wellbeing**

### **2.1 Dimensions of work wellbeing**

The Finnish Institute of Occupational Health defines work well-being with the following terms: well-being at work means safe, healthy and productive work done by skilled workers and work communities in a well-managed organization. Well-being at work means that work is meaningful and smooth in a safe and healthy workplace and in a work environment that supports work. The key factors that promote the work well-being and helps the management to view these elements to guarantee the well-being at work can be seen on Figure 1. (Työterveyslaitos 2012).

Employees and work communities feel their work is meaningful and rewarding and that their work supports their life management.

The employer and employees are in charge of work well-being at the workplace. They maintain and develop well-being together. Promoting well-being at work in the workplace is always a matter of collaboration between the managers, supervisors and employees. Other key actors include the occupational health and safety personnel. Occupational health care is an important partner in maintaining well-being at work. Well-being is created in everyday life at work and it is part of leadership. Well-being at work is the sum of many different factors. It is mainly created in everyday life. Occupational well-being is not achieved through work-free health days or campaigns. Well-being activities are comprehensive and persistent. They focus for example, on the personnel, the working environment, the work community, working processes and management. (Työterveyslaitos 2019)

Figure 1 below demonstrates wellbeing at work so that both “interference” and “identifying” and strengthening the strengths to utilize them are dependent on each other and very important values in well-being at work. These values are important for managers who are in charge of employees.

Promoting wellbeing at work:

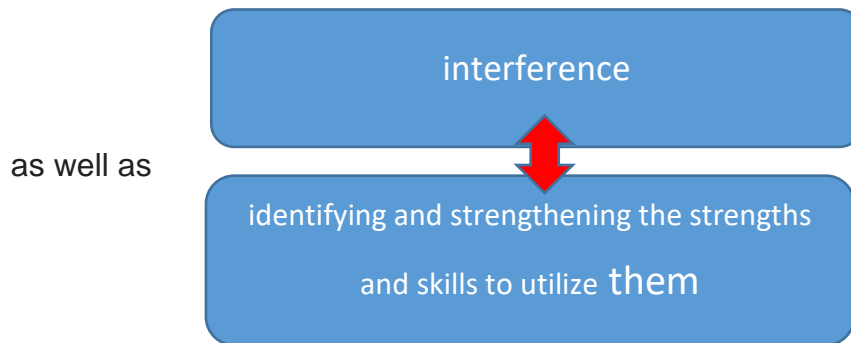


Figure 1. Figure of promoting wellbeing at work, key factors to note for managers (Vanhala & Työterveyslaitos 2012, 10, modified)

According to Mamia (2009, 21) Well-being at work is a broad and diverse concept. It can be viewed different work related terms, for example satisfaction with work, physical working environment and occupational safety, salary level, enthusiasm for work, atmosphere and workplace relationships, mental satisfaction from work or the employee's physical health and working capacity.

In the past decades research into well-being at work has been more of research on work-related illnesses. The focus has been on the concepts of stress and burnout (Mamia 2009, 26). Before the millennium well-being at work was been largely resolved by measuring job satisfaction alone, and employee satisfaction with various jobs (Martela & Jarenko 2014, 17).

Closer to the 21<sup>st</sup> century research has also begun to view work- well-being from the positive perspective of opportunities and resources. (Hakanen 2014, 340). The change has been influenced by the rise of positive psychology both internationally and in Finland. Positive psychology as a discipline explores human strengths and ability to cope with life's problems overall. It is interested in the means how human well-being can be promoted. (Ojanen 2007, 10.)

Mamia (2009, 21-24) defines occupational well-being research as a feature of work that produce or consume the employees' well-being. He also distinguishes between objective occupational well-being, the physical, mental and social factors of well-being, and subjective well-being for example well-being as an employee's personal experience.

## 2.2 Signs on overload

Long working days can weaken intellectual performance and the benefits of long working days are at the expense of individual health and ability to function. There may be several factors behind it, such as increased sleeping disorders, depression, unfavorable lifestyles, and vascular diseases. All of these factors can impair brain function and affect the ability to have a good working performance. In addition, severe work-related fatigue may be accompanied by aging changes at the cellular level. Figure 2 below demonstrate the signs of overload in humans.



Figure 2. Signs of overload (Vanhala & Työterveyslaitos 2012, 12, modified)

## 2.3 Multi-faceted nature of well-being at work

When we look at a person's job at work, there is only one dimension between the satisfaction and dissatisfaction. An equally important dimension is the division between low and high alertness. This is illustrated in Figure 3.

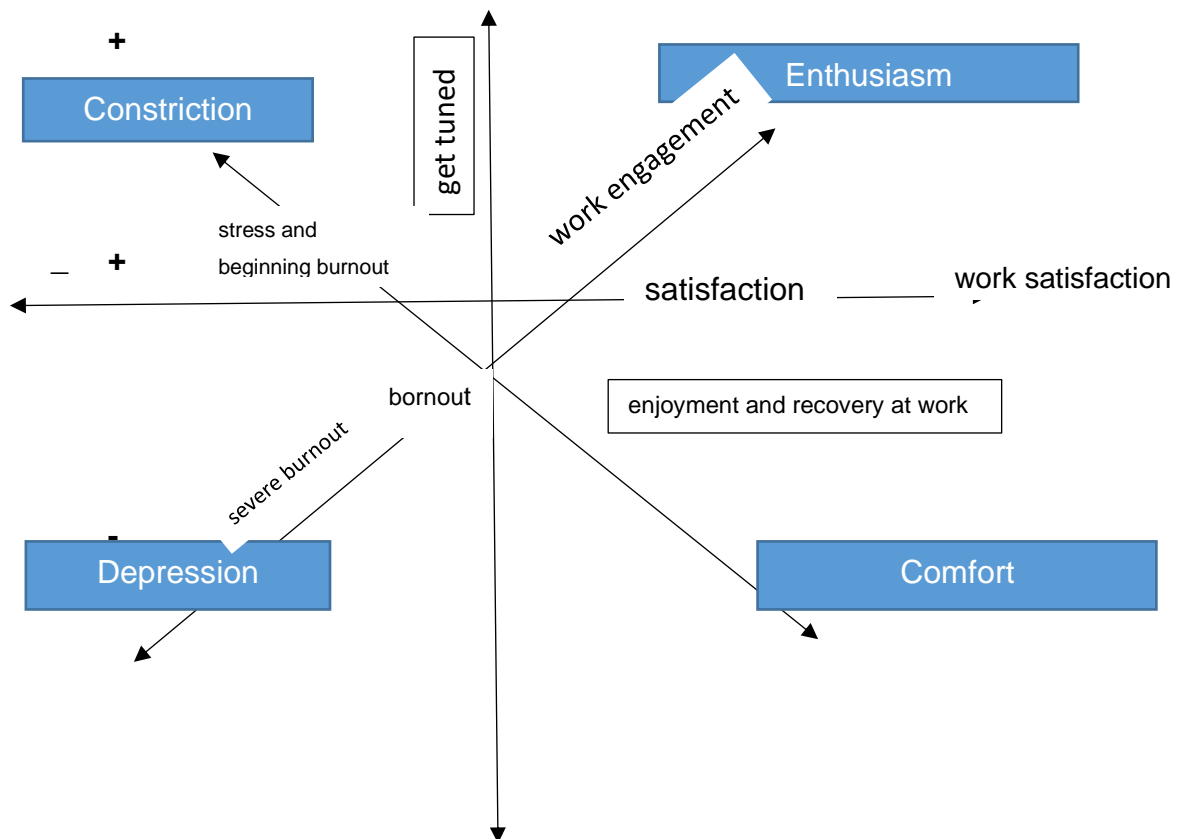


Figure 3. Figure of the multi-faceted nature of well-being at work (Hakanen 2009, 35, modified).

Hakanen has modified Warr's (1990) ideas and combined the two dimensions mentioned above. As a result, there are four basic aspects of work-wellbeing: boredom, stress state, satisfaction and work engagement. Boredom and satisfaction are both low-activation states, but satisfied employees are positive about their work. A bored worker is both passive and anxious. In addition, states of a high activation level differ in emotional color and motivation. The stressed employee is in an alert mode and is making a profit to avoid existing or imaginary threats. An enthusiastic employee is active and well-being. (Hakanen 2009, 35)

## 2.4 Two-way theory of well-being

The two-way theory of wellbeing at work is based on the idea that well-being (work engagement) and nausea (burnout) develop on different routes and are separate processes (Mamia 2009, 28). Figure 4. demonstrates the Two-way model of well-being at work. From the Figure 4. can be seen how “work stress factor” is linked on “work engagement” and work engagement is linked to “weakened working ability and health”. Work engagement is also dependent on “work resources” those play an important role in good work engagement level.

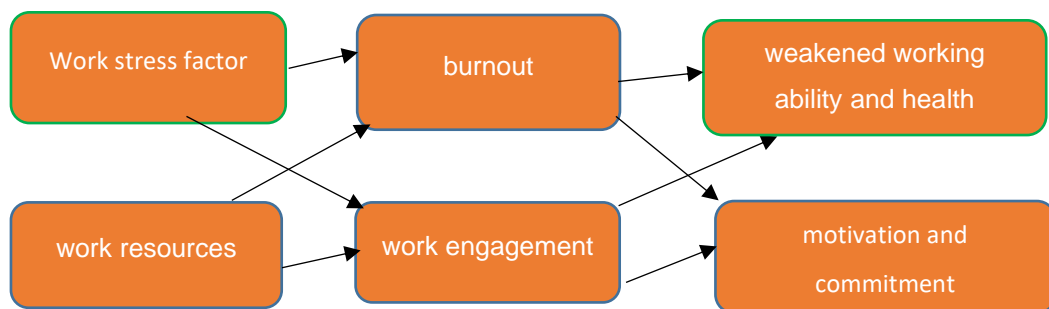


Figure 4. Work well-being path and motivation path. Työhyvinvoinnin jaksamispolku ja motivaatiopolku. (Mamia 2009, 28, modified).

Hakanen (2009, 46) uses the name of this above model as in work resources, work demands or requirements and TV-TV model. Hakanen (2009, 46) has translated the concept of work engagements into the concept of work engagement. The model assumes that work and occupational psychosocial working conditions can be divided into work requirements and labor resource factors. These features of work are appropriate for achieving the goals of the work and it tunes the employee's personal growth, learning and development at work and work engagement. (Demerouti et al. 2001).

According to Hakanen 2011, work engagement is a new aspect in work well-being thinking. Work well-being and work engagement together can be described work well-being's contents and level in work community.

Experiencing good level of work engagement is seen as a work well-being in positive aspect.



### 3 Definition of Work Engagement

#### 3.1 Burnout vs. work engagement

Based on Bakker (2009, 3-4) there are two types of scientific thinking of work engagement. According to Schaufeli & Bakker (2004) **burnout** can be defined as exhaustion, cynicism and reduced professional efficacy while engagement is characterized by energy, involvement and efficacy.

Firstly, Maslach and Leiter (1997) assumes that burnout and engagement are two opposite poles of one continuum. Engagement was rephrased as burnout is defined as an erosion of engagement with the job, whereby energy turns into exhaustion and involvement turns into cynicism that way efficacy turns into ineffectiveness.

Building engagement which is characterized by energy, involvement and professional efficacy that directs opposites of the three burnout dimensions. Maslach and Leiter use the Maslach Burnout Inventory to assess work engagement (Maslach, Jackson & Leiter, 1996)

The second type of thinking assess work engagement. This phenomenon is the positive opposite of burnout, but it defines and operates engagement on its own right (Schaufeli & Bakker, 2001, 2004). Also thinking defines work engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any object, event, individual, or behavior.

However, the fact that burnout and engagement are assessed by the same questionnaire has at least two important negative consequences. It is not credible to expect that both concepts are perfectly negatively correlated. However it should be noted that Schaufeli & Bakker (2004 ) noted that when an employee is not burned-out, this doesn't necessarily mean that he or she is engaged in his or her work and the other way around and the other way around when an employee is low on engagement, this does not mean that he or she is burned-out. For this reason Schaufeli & Bakker recommends that these two factors should be assessed independently.

Scientific research on work engagement, its history and consequences are still comparatively young because the phenomenon has only started at the beginning of the millennium. Most of the research data so far is based on cross-sectional studies, but also on a few longitudinal studies on the factors that affect work are published. (Hakanen 2009a, 12; Hakanen 2009b, 35-36.). Research evidence of the work engagement has proven that there are still many shortcomings in promoting it, and it is not possible to draw far-reaching conclusions (Mäkikangas et al. 2005, 70-72). In spite of partial inadequacy, the studies have found clear and positive effects on the development of work engagement factors enhancing experience (Hakanen 2009a, 35-36). The following paragraphs describe and explain the workflow and strengthening factors for an organization at different levels.

### 3.2 The aims of positive work psychology

Key to positive concepts of work psychology are work engagement, job satisfaction and commitment to work (Mäkikangas et al. 2005, 56). The study should focus on working conditions and at the same time existing work community and employee resources (Occupational Health Institute 2013a; Hakanen 2013a, 15.; Mäkikangas et al. 2005, 56).

Positive psychology is interested in people at three different levels. According to Swedish researcher Martin Seligman who defines it as subjective level, individual qualities and positive institutions (Occupational Health Institute 2013a). Satisfaction, hope, happiness and optimism can be understood on a subjective level of experience. Individual characteristics and resources include the ability to love and care, wisdom and flexibility in the challenges of life. Positive institutions include factors that support people towards a good and positive life. (Institute of Occupational Health 2013a; Hakanen 2009a, 9) Depending on your choice of approach, you will experience well-being jobs and to be able to create personnel who will experience work engagement, efforts can be made to develop work-inspiring and motivating features (labor resources). At the same time the priority of compatibility work and employee needs to be assessed so that the strengths of the employee naturally emerge in the job. (Hakanen 2009a, 11).

### 3.3 Dimensions of work engagement

**Vigor** is defined as high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. **Dedication** is defined as person is strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. **Absorption** is defined by being fully concentrated and happily engrossed in one's work, whereby time passes fast and one has difficulties with detaching oneself from work. (Schaufeli & Bakker 2004)

**Vigor** is assessed by six items that refer to high levels of energy and resilience the willingness to invest effort, not being easily fatigued, and persistence in the face of difficulties. **Dedication** is assessed by five items that refer to deriving a sense of significance from one's work, feeling enthusiastic and proud about one's job, and feeling inspired and challenged by it. **Absorption** is measured by six items that refer to being totally and happily immersed in one's work and having difficulties detaching oneself from it so that time passes quickly and forgets everything else that is around. Work engagement is indicated by 7 point scale ranging from 0 (never) to 6 (always). (Schaufeli & Bakker 2004).

In addition, in business life work engagement has now started to show some interest, because the management has understood that human resources who experience a good work engagement, this can lead the business in great success (Bakker 2011).

### 3.4 Utrecht Work Engagement Scale, UWES 9

The quantitative UWES estimation method was developed in the Netherlands in the early 2000s by Wilmar Schaufeli and Arnold Bakker. (Hakanen, 2009b; Schaufeli & Bakker, 2004; Schaufeli & Bakker, 2003). The method evaluates the absorption of work in its three dimensions: vigor, dedication and absorption. (Hakanen, 2009b; Schaufeli & Bakker, 2003). The UWES method was originally intended for research use, but its use has since been applied to

a personnel and atmosphere surveys; and individual occupational health care (Hakanen, 2009b, 7)

According to Hakanen (2009, 11) work engagement can be valuated reliably. Schaufeli and Bakker (2006) have defined and operationalized the work engagement questionnaire (Utrecht Working Engagement Scale (UWES). UWES work engagement scale has been developed primarily for research purposes and there is a version of 17 statements which is the long version and 9 have been developed later. Both UWES meters examines the three dimensions of work engagement: vigor, dedication, and absorption. (Hakanen 2009, 7) UWES 9 includes following questions and later in the text figure 6 demonstrates the scoring of the UWES 9.

Finnish work engagement studies reliability and validity of the assessment method have been established relatively good. (Mäkikangas et al., 2008; Hakanen, 2005; Mauno et al., 2005)

**Vigor** is assessed by the following three items:

At my work I feel with bursting energy

At my job, I feel strong and vigorous

When I get up in the morning, I feel like going to work

If the score is high on vigor usually that means that a person has much energy, zest and stamina when working, whereas those who score low on vigor have less energy, zest and stamina as far as their work is concerned.

**Dedication** is assessed by the following three items:

I am enthusiastic about my job

My job inspires me

I am proud of the work that I do

If the score is high on dedication, a person can strongly identify with their work because it is experienced as meaningful, inspiring, and challenging. They usually feel enthusiastic and proud about their work. The score is low when person do not identify with their work because they do not experience it to be

meaningful, inspiring, or challenging; moreover, they feel neither enthusiastic nor proud about their work.

**Absorption** is assessed by the following three items:

I get carried away when I am working

I immersed in my work

I feel happy when I'm working intensely

If the score is high on absorption, person feels that they usually are happily engrossed in their work, they feel immersed by their work and have difficulties detaching from it because it carries them away. As a consequence, everything else around is forgotten and time seems to fly. Those who score low on absorption do not feel engrossed or immersed in their work, they do neither have difficulties detaching from it, nor do they forget everything around them, including time. (Shaufeli & Bakker 2004, 5-6)

Figure 5. demonstrates the original picture of work well-being survey UWES.

**Work & Well-being Survey (UWES) ©**

*The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.*

	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. \_\_\_\_\_ At my work, I feel bursting with energy
2. \_\_\_\_\_ At my job, I feel strong and vigorous
3. \_\_\_\_\_ I am enthusiastic about my job
4. \_\_\_\_\_ My job inspires me
5. \_\_\_\_\_ When I get up in the morning, I feel like going to work
6. \_\_\_\_\_ I feel happy when I am working intensely
7. \_\_\_\_\_ I am proud of the work that I do
8. \_\_\_\_\_ I am immersed in my work
9. \_\_\_\_\_ I get carried away when I'm working

© Schaufeli & Bakker (2003). The Utrecht Work Engagement Scale is free for use for non-commercial scientific research. Commercial and/or non-scientific use is prohibited, unless previous written permission is granted by the authors.

Figure 5. Utrecht Work Engagement Scale (UWES 9), short version. (Schaufeli & Bakker 2003)

### 3.5 Benefits of Work Engagement

According to Seppälä (2013, 45) there are several research data that work engagement can be experienced regardless of a professional group or profession. Hakanen and Roodt (2010, 98) have found in their studies that the level of work engagement is not determined by the employees' status or profession, it is possible for the employee to feel energetic, dedicated, and submissive anyhow. The researches which has been carried out, it can be concluded that work engagement has many positive consequences for the employee. Hallberg and Schaufeli (2006) discovered that the work

engagement is linked to several health-related changes such as somatic symptoms, depression symptoms, and sleep quality. Hakanen and Schaufeli (2012) discovered the experience of work engagement predicts greater satisfaction with life and less depression.

Researches has proven that work engagement doesn't only bring the health benefits in human life but also family life and it has positive effects on employee and organization issues. Workers experiencing work engagement have been found to be proactive and willing to learn new things and they are proactive in increasing their workforce (Sonnentag, 2003). Workers experiencing work engagement who have been researched for a long time and they are more committed to their work and workplace (Hakanen, Schaufeli & Ahola, 2008; Lange, De Witte & Notelaers 2008).

### 3.6 What kind of issues will make the work engagement better?

According to Hakasen (2009a, 35-36), factors that allow the work engagement as well as the experience of work engagement can be distinguished at the individual level - Work resources for work and working conditions - so-called "seizure" between people - individual resources - adequate recovery from workloads - home resources.

According to Hakanen (2009, 33-34; 2014, 342), work engagement illustrates, for example, that the employee prefers to work, as a rule, keeps his work mostly meaningful and inspiring, enjoys his work and is proud of it. Employee is persistent in the face of adversity and can be immersed in tasks so that the passage of time is forgotten. He also works informally for his job. When work and work environment motivates externally and internally, the employee is both capable and willing to give his or her best job (Hakanen 2009, 42-43).

The work engagement is primarily caused by the features of the work environment that correspond to the basic needs of the employee. Often, the feeling of work engagement is created at work where the employee has the freedom to use his or her own skills, problem solving skills and make his / her own solutions. (Schaufeli 2012, 6.) A study of teachers' work engagement experiences (Hakanen 2005), the impact of work on various resource factors

was particularly influenced by the employee's opportunities to influence, the support of the supervisor, a good atmosphere, innovation and a good flow of information. (Mäkikangas et al. 2005, 70-71). By reducing unfavorable and burdensome factors, negative consequences, such as occupational fatigue, can be prevented (Työterveyslaitos 2013b).

The development of the job itself is usually based on an overview of the general atmosphere of the workplace (Hakanen 2010). A good atmosphere is built on trust between employees, openness and helpfulness. One carbon blowing, reforming and accepting. The work community strengthens the positive perceptions of self and self-worth of community members. Supportive community can help an employee find himself hiding dormant skills or resources. (Juuti & Vuorela 2002, 67-69.)

The improvement of the atmosphere is the responsibility of every employee, but the manager has a role to play. The biggest responsibility for the well-being of the work community and the conditions for doing the job ensuring. The supervisor should be able to rely on their employees and give them the freedom to implement their own skills and competences. (Hakanen 2010; Työterveyslaitos 2013b.)

An organization can promote work engagement by taking care of working conditions and abundance of resources. Working conditions include, for example work tasks, ensuring versatility and sufficient challenge, clarity of set goals, adequate orientation, development of work content and appropriate occupational health care. In terms of labor resources, it is essential to ensure operational models in change situations, to monitor the well-being of employees, and to reconcile work and leisure time and supporting practices. (Työterveyslaitos 2013b.)

It is possible for each employee to be a social resource for the other, thereby contributing to the work engagement by the work community and supervisors support, guidance and feedback in challenging work situations can be a key resource for the employee. Employee confidence and knowledge that is not in challenging situations staying alone, is always empowering and meaningful to the employee. Fair behaviour, feedback and appreciation of employees create a sense of community between the employees and the manager. The good interaction practices of each employee to create friendliness, unity, self-indentification and infectiousness in the work community. It is understandable



that it is more comfortable working with colleagues who are enthusiastic, motivated and being positive when interacting with other people. With good sense of community in the work community, there is a sense of collective labor among employees, which in turn increases the individual work of each employee. (Hakanen 2011, 56-61)

### 3.7 What means labour resources?

According to Hakanen (2009, 35) the factors that enhance work engagement can be divided into work related and non work-related factors. Non-work related factors include the employee's individual resources, adhesion of work engagement between people, recovery of work day burdens and home resources (Hakanen 2009, 35-36).

Factors that strengthen work and work-related conditions are called work resources. The importance of work resource factors for work engagement is conveyed through motivating internal motivation to satisfy the employee basic needs for independence, fellowship and prowess (Deci & Ryan, 2000).

According to Demerout et al. (2001). The concept of labor resources refers to physical, psychological, social or organizational features of work that can help reduce the demands of work for those related physiological and psychological costs. Those are appropriate for achieving the goals of the work and they tune personal growth, learning and development at work and hence work engagement. (Demerout et al. 2001)

According to Hakanen (2009, 60) here are listed some labour resources.

1. the core of the work, the task level resources: reward for work and immediate feedback on the work that is, experienced results, job development and growth potential at work, reward for customer work.
2. work organization resources: work autonomy and empowerment of one's own work issues, clarity of roles and goals.
3. resources for interaction and leadership: sufficient support and guidance from the supervisor and the work community, leadership serving staff, feedback, and appreciation for staff, work engagement by manager or other team, justice, confidence, community and other social capital, working group

cooperation, change management, positive encouragement speech at least three times amount of negative speech.

4. organizational resources: a good and supportive working atmosphere, a regenerative atmosphere and a working culture, a human-oriented organizational culture, work security, attitudes and practices that support work-life balance, encourage reward practices.
5. individual resources: professional identity, know-how, persistence, resilience, organizational self-esteem and optimism.

## 4 Implementation of the research

### 4.1 Research assignment and research questions

Modern workplace well-being research, including work engagement is connected closely to positive psychology. The task of positive psychology is to examine what the strengths are in people and institutions, what works and what is possible. Numerous studies have been conducted on work engagement and it seems to be a new trend at the moment. (Hakanen, 2011, 11).

The concept of work engagement is still quite new since research on it did not begin until the early 2000s. Characteristics of work engagement include vigor, dedication absorption (Schaufeli& Bakker, 2004) Work engagement is seen to have a positive impact on both an individual employee and on the well-being and functioning of the whole organization (Mauno, Pyykkö & Hakanen, 2005, 16).

This master's thesis is an applied empirical study. The purpose of this mater thesis was to describe the work engagement among physiotherapists and personal trainers in a private fitness and health care organization. The aim was to determine which factors would increase work engagement and improve well-being at work. An online websurvey was used to determine whether the physiotherapists and personal trainers experienced work engagement. The subjects were physiotherapists and personal trainers working in a private health care and fitness organizations.

The data was collected at one time, and the employees had 14 days to answer the questions in Finnish. 29 replies were received. The background information consisted of the respondent's gender, age, position in the work organization and organization's location. The state of the work engagement was calculated as follows:

**work engagement – a combination of the variable = is total score of VIGOR + total score of DEDICATION + total score of ABSORPTION : 9 =**

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Work engagement was indicated by a seven point scale ranging from 0 (never) to 6 (always). (Schaufeli & Bakker 2004). The p values and correlations were estimated by using the SPSS statistics software, Version 25.

The research questions were:

1. What kind of work engagement do the physical therapists and personal trainers have in operational unit in the health club?
2. What is the level of work engagement among physiotherapists and personal trainers?

## 4.2 Research design

The target group of the research was the operational unit of a fitness and health care club. The research was conducted as a quantitative web questionnaire survey, which was conducted online. The questions were structured multiple choice statements, which were prepared by using the Likert scale. Work engagement claims were made according to the international UWES assessment method. The thesis framework is based on the definition of the concepts of work engagement and work wellbeing. The theoretical part of the research deals with work engagement and how it occurs. Source literature, scientific articles on the subject, as well as Finnish and international studies that were considered reliable were used for the theoretical framework.

The subjects of this thesis were selected by the author of the thesis. The subjects in the background were influenced by the topic and the desire to study a subject that is still relatively new and fresh. The subjects of the thesis were offered by the company. The only criterion was to introduce the positive perspective of the study. Implementing a master's thesis for the case company seemed natural, because the author of the thesis had worked for few years and because the organization had already become familiar.

The study was conducted as a quantitative survey. The target unit of the operational unit of the company participated in the survey. At the research time there were about 34 employees in this unit. The target company of the research was Finnish health care club business organization which is growing

bigger all the time. One business unit (operational unit) of the company was selected as the target group for the study. Personal trainers and physiotherapist have their own line management. Every single employer has their own performance targets whose achievement are monitored both at the team and club level and from the upper level of the organization.

## **5 Choice of research method**

Research always has a purpose or a function that guides research strategy choices. Choosing a research method is one of these key choices. (Hirsjärvi, Remes & Sajavaara 2007, 137-138.) This study was conducted using a quantitative method. The results and conclusions of the study are based on the primary material that was collected as a web questionnaire from the target population. According to the quantitative research method, reality is based on objectively verifiable issues, with causes and consequences playing a significant role in research (Hirsjärvi, Remes & Sajavaara 2007, 139-140). Quantitative research can also be clarified statistical research, because things are described and justified numerically, and research results are often illustrated by tables and figures. Relationships, dependencies, and the changes are often at the heart of the research, while the material is based on the data. The aim is to generalize the results to a broader group using statistical reasoning. (Heikkilä 2008, 15-20)

Quantitative research as traditional types of research were considered. Traditional research types of quantitative research are experimental research with different subspecies and surveys. (Hirsjärvi et al. 2007, 191). In this case study the type of the research was chosen the best suited and considered for the implementation of the thesis. Research was executed as an assignment to the target company, where the research target is strictly limited. The aim of the thesis is to act as a landmark and a tool for the target company.

The data collection method is selected according to the research problem.

The choice of method is influenced by the nature of the subject or phenomenon being studied, the objectives of the research, the planned timetable and the resources. (Heikkilä 2008, 18-19) Survey is one of the most commonly used data collection methods in Survey researches. In this case,

the material was collected in a standardized manner from the research sample. Standardization means that all respondents are asked the same thing in the same way. (Hirsjärvi et al. 2007, 193-194.)

The advantage of this kind of method is the possibility to collect a large amount of research material, as the survey can be addressed to a large number of respondents and many different questions can be asked in the survey. As a method, the survey is quite efficient and time-saving. Processing and analyzing completed forms on a computer is often simple if the form is carefully designed. (Hirsjärvi et al. 2007, 194-195.)

In this study, a web questionnaire was selected as a data collection method, which was conducted via online form questionnaire. This alternative was due to the location of the health care clubs. The distances were long in between the companies and the flexibility of the participation was easier that way. They were able to fill the form anywhere and anytime which was suitable for them. Questionnaire was easy to access via email link. Data regarding of work engagement UWES 9 questionnaire was collected at one time through the websurvey, Webropol 2.0 – survey software and it was conducted anonymously.

Since the form of the questioner and the respondent were not in direct contact with each other, there can be a low response rate or a direct loss of respondents at risk of research. The response rate is influenced by many factors, such as the subject of the study, the layout of the form, motivated by a cover letter or other reward, and the respondent's experience of the importance of research. (Heikkilä 2008, 66.) The weakness of the survey method is also uncertainty, as there is no certainty about the success of the questions, the misunderstanding of the respondents or the honesty of the answers. (Hirsjärvi et al., 2007, 195.)

The layout and structure of the questionnaire were designed carefully to make the form appeal attractive and the response to the questionnaire itself will run smoothly. In addition, the supervisors of each team were encouraged and involved in the survey by asking them to encourage their own teammates to respond to the questionnaire.

The author of the master thesis visited the teams to look at the situation and encourage to answer the questionnaire as the query time was running. To avoid misinterpretation the questionnaire was written in Finnish language. The

contact person of the sponsor company and the thesis supervisor checked the questionnaire before submitting the questionnaire to the target population.

## 5.1 Introduction to the research process

In a quantitative study, the target population is determined by the population to which it belongs the results must be valid (Hirsjärvi et al. 2007, 140).

The acquisition of the material began in September 2017, when the contact person had agreed on the progress of the master thesis. It was agreed with the contact person that the queries would be shared with the supervisors of the teams in supervisor meeting and also the information of the work engagement was sent to all supervisors in mail and the topic was discussed in their meeting. The author was in charge of sending the e-mail to every single employer and the author was also able to see the respondent rate whilst the survey was open to them. At the same time, supervisors were asked to encourage the employees to answer the questionnaire.

The target units were divided into 7 different health and fitness clubs where the teams consist of Personal trainers and physiotherapists. The total number of employees were about 34 at that moment. The survey was used among employees working in seven different health and fitness clubs within the business organization.

The questionnaire was distributed to the employees of their units in November 2018. The date for the completion of the survey was decided by the author.

The time was decided before the Christmas holidays and this was done to ensure that as many employees were able to answer the questionnaire.

The survey was anonymously answered without a name, so, despite the background information inquiries, it was impossible to identify individual employees. The anonymity of the survey encouraged employees with honest answers. The questionnaire was distributed to the teams with a cover letter.

The cover letter revealed the basics of the study, such as subject, objectives, sponsor, and confidentiality. In addition, the purpose of the cover letter was to motivate and inspire the respondents to answer the questionnaire and to keep the response rate as high as possible. The questionnaire itself consist of two areas: background information and work engagement experiences. Definitions

of the concept were placed at the very beginning of the query. The key concepts in the survey were work engagement. In doing so, the aim was to ensure that respondents understand the concepts used and avoid misunderstandings. already done the survey.

Answering to the questions took from 3-5 minutes of the subject's time. The employees were courage to answer the survey via e-mail and also the researches visited the centers physically to encourage the employees to answer the survey. In this way, 29 replies were received out of 34. The data is used exclusively in anonym form for the evaluation and results presentation. Participation was voluntarily. Total amount of employees was hard to top up at the end as the job turnover is fairly high in all organizations. The background information of the respondents was gathered as well. The background information consisted of the respondent's gender, age, position in the work organization and organization location.

The choice of background data was influenced by the attempt to differentiate between the variables collected from the collected data and used in later stages of the study. Therefore, the age of the respondent, gender, title of job and health club. The health clubs were not separated in analyzing process at all. The age groups of the respondents were 29 and under and 30 and above. The web survey consisted of examining the experiences of work engagement. The survey was based on internationally accepted Wilmar Schaufel and Arnold Bakker.

Work Engagement Scale (UWES) has the shorter versions of nine questions in this survey. A shorter questionnaire format was chosen because it was not desired to take too long to increase the response rate. In addition, previous studies on work engagement have shown that a shorter version of the UWES 9 questionnaire is just as reliable and accurate as longer version (Hakanen 2009b, 22).

The UWES 9 questionnaire was also selected as the evaluation method was based on the completed scoring guidelines and existing reference materials. By doing this the author ensured that the results of the survey could be compared with reliable and comprehensive data. UWES 9 method is built around the three dimensions of work engagement: Vigor, dedication and absorption. There are three statements of opinion for each dimension, which the respondent estimates on the Likert scale between 0 = never and 6 = daily.



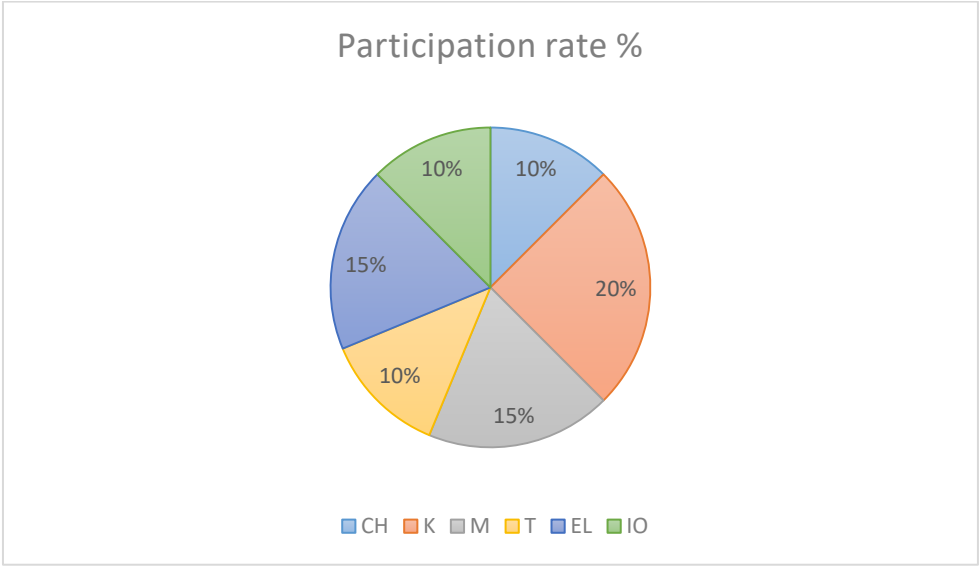
Claims are categorized according to the three dimensions of work engagement and for each question there are three claims per question. (Hakanen 2009b, 8-11)

The employee's experience of energy often occurs as an effort and desire to overcome adversity. According to the UWES 9 method, a high score is evaluated as the employee is to be energetic, enthusiastic and unproblematic. The low scores, on the other hand, indicates that the employee often does not experience the mentioned sensations. The UWES 9 questionnaire was described more in detail in literature review section. Table 1. describes the respondents background information and Table 2. shows the distribution of research participation by centers in Helsinki Capital area.

Table 1. Respondents rates in participant distribution and average age

Title	n	avg. age	%
Personal Trainer	(n=15)	51.5%	60%
Physiotherapist	(n=4)	13.8%	5%
Physiotherapist & Personal Trainer	(n=10)	34.5%	35%
Women & men		30,62	
variation of age	22-45		
Men	(n=11)	37.9%	45%
Women	(n=18)	62.1%	55%

Table 2. Distribution of research participation by centers in Helsinki Capital area



## 6 Results and data analysis

### 6.1 Results of work engagement

The analysis was carried out using quantitative methods. Statistical analysis was done utilizing statistical package for social sciences software (SPSS, Version 25) Data was normally distributed and Frequency distribution, Cross tabulation and Pearson's Coefficient was used to comparison among variables.

The purpose of generating sum variables is to summarize the data of several variables into one variable when the variables measure a similar property (Nummenmaa 2009, 161). There are four averages based on averages of the work engagement variables, the value for the work engagement variable and separately for the three work engagement dimensions. The averages are obtained by summing the scores for each variable and then dividing the score by the number of statements on each scale. (Hakanen 2009, 43.)

The entire survey was divided into two areas. The first of which dealt with the background information of the respondents. Background information was handled by respondents' age, gender, occupation and target organization. The aim of the examining data was to divide the target population into smaller sub-groups and to distinguish between the specific variables that could be used to analyze the differences and similarities.

The survey questions showed that the majority of respondents (58,6%) were under 29 years of age and 41.4% was over 30 years of age. The number of people over 40 yrs was the lowest. The number of people under 30 years of age was the highest (n=17) and the number of people of 30-45 age group was (n=12) Respondents included (n=11) males and (n=18) women. (n=15) were only working as personal trainers, (n=4) were working as Physiotherapist and (n=10) of them were working in combined position (personal training and physiotherapy).

The following section discusses the main results of the study on work engagement. In addition, the variables that emerged from the study, such as the impact of age groups and occupation on the work engagement, will be considered. The results of the study are compared to the reference material of

Jari Hakanen (2009b), which is based on a broader study of work engagement.

According to previous studies by the Finnish Institute of Occupational Health in Finland have been determined as the standard values for the work engagement. Table 3 below demonstrates the standard values of the work engagement which can be used to define the work engagement level. (Hakanen 2009, 34).

Table 3. Standard Values, (Hakanen 2009, 34, modified)

State of work engagement	Vigor	Dedication	Absorption	Work Engagement
very low	<1,65	<1,50	<1,0	<1,44
low	1,65-3,49	1,50-3,30	1,0-2,99	1,44-3,43
moderate	3,50-4,59	3,31-4,60	3,00-4,29	3,44-4,53
avg. high	4,60-5,33	4,61-5,50	4,30-5,29	4,54-5,30
high	5,34-6,00	5,51-6,00	5,30-6,00	5,31-6,00

Work-related issues were prepared in accordance with the previously presented UWES 9 method. First, the three opinions were used to examine the experiences of vigor, next to the experiences of dedication and at last experiences of absorption.

According to Metsämuuronen (2006, 571,602) frequency distribution tells “how often something happened.” The Frequency of an observation tells the number of times the observation occurs in the data. Frequency distribution is arrangement of data in a table format where each entry displays the frequency of occurrence of each of the values. Before constructing a frequency table, one should have an idea about the range of minimum and maximum values. Frequency distribution was used to analyze the research data.

In general, it can be said that the fitness and health organisations’ employees experienced work engagement a several times a week. According to the results, the total value of the work engagement was 5.08 (std. deviation 0,18). Compared to the reference material, the results can be considered as “average high”, as the total mean value of the work engagement in the Hakanen’s study is between 4.54 and 5.30. Results can be interpret very good.

In the reference material, the results have been interpreted at five different levels, between 'very low' and 'high'. (Hakanen 2009b, 34.) Many of the respondents had responded well to the questionnaire, as grade 5 was the most commonly given rating. However, the responses varied quite widely and over a wide range, which in turn is reflected both in the overall average fall and the increase in standard deviation.

### **Vigor, dedication and absorption**

The average for **vigor** dimension was 5.05 (0,22) So the result can be considered average high. Compared to reference material, the average is between 4.54 and 5.30 (Hakanen 2009b, 34). The highest scores on Vigor were on bursting energy at work 5.28(0,17) so employees seem to be very energetic at work. Feeling strong and vigorous at work was an average high as well 5.14 (0,24).

Also the third statement "When I wake up in the morning I feel good to go to work" got "average high" grades with an average of 4.76 (0,33). This means that mainly employees are energetic at work and they feel strong and vigorous and even when they wake up in the morning they feel like going to work. Employees like they job what they do and work engagement can be understood very good in this section. In the results very little variance was seen in between age groups.

An average of **dedication** claims was 5.10 (0,19) According to the reference material, also ranks in the category "average high" was between 4.54 and 5.30. Overallly can be said that the employees are enthusiastic about their job and their job inspires them and they are proud of the work they do.

The claims of **absorption** received the same grade 5.10 (0,18). According to the reference material the average high is in between 4.30-5.29. Experience of dedication with an average of 5.10 (0,18). In the reference material, dedication is rated "average high" on a scale of 4.61 to 5.50. (Hakanen 2009b, 34.)

According to the reference material, the experiences of energy and dedication are more common in immersion experiences, but in this study, experiences of immersion were felt as common with dedication experiences (Figure 11) (Hakanen 2011, 38-40; Mäkikangas et al. 2005, 71).

Cross tabulation examines the distribution of variables and their dependencies. The dependency of independency examination examines

whether the distribution of the explanatory variable under consideration differs across categories of the explanatory variable. Crosstabulation shows whether there is a difference in response rates. (Metsämuuronen 2006, 575, 660)

Cross-tabulation was used to analyze the statistical differences in three dimensions of work engagement between women and men and age category. The data showed that there were no statistical differences between these groups. The research group is very homogeneous. The research material behaves similarly between groups and this can be seen on attachment 2.

Pearson Correlations is a number between -1 and 1 that indicates the extent to which two variables are linearly related. The Pearson correlation is also known as the product moment correlation coefficient. Values between +1 and -1, where 1 is total positive linear correlation, 0 is no linear correlation and -1 is total negative linear correlation. Pearson's correlation coefficient is the test statistics that measures the statistical relationship or association between two continuous variables. This know to be best method of measuring the association between variables of interest because it's based on the method of covariance. (Metsämuuronen 2006, 704,805)

Pearson's correlation coefficient was used to analyze the data as well. The results showed that the correlation dependency is statistically very significant on almost all of the work engagement questions. Mainly the subjects can strongly identify with their work because they experience it meaningful inspiring and challenging. Subjects have energy, zest and stamina when working. They happily are engaged with their work and have difficulties detaching from it and it carries them away. This means that physiotherapists and personal trainers have good work engagement level and they are energetic and bring positive energy to workplace. From the Attachment 1 it can be seen the positive correlations.

## 6.2 Results of the work engagement dimensions

According to Hakanen (2009, 45) the following table 4. demonstrates the results 0 to 6 point scale on the survey. Table 4. demonstrates the results of the business organization and the state of the work engagement was calculated as follows: work engagement – a combination of variable = is total

score of VIGOR + total score of DEDICATION + total score of ABSORPTION :  
 9 = 147,55

Table 4. Work engagement results of the survey amongst Physical Therapist and Personal trainers, Likert Scale

VIGOR (VI)	POINTS	DEDICATION (DE)	POINTS	ABSORPTION (AB)	POINTS	TOTAL
VI 1	153	DE 1	151	AB 1	144	
VI 1	149	DE 2	140	AB 2	146	
VI 1	138	DE 3	153	AB 3	154	
Total	440		444		444	
Average	146,6		148		148	
Total						147,55

### 6.3 Level of Vigor

The survey questions are listed below and table 5. demonstrates the total points of the vigor questions, total amount of (n=) for subjects and percentage.

*“Vigor 1: At my work, I feel bursting with energy”, “Vigor 2: At my job, I feel strong and vigorous”, “Vigor 3: When I get up in the morning, I feel like going to work”*

48% of the participants feel bursting energy daily and 41% few times a week. 55% of the participants feel strong and vigorous daily at their job and 28% of participants feel few times a week. 6.9 % feel never. In such a small amount of participants who never experience bursting energy at their job can be harmful to a certain center but in this case it still very small percentage but managers should take this into account. 48% percent of the participants feels like going to work daily when they get up. 28% of the participants experience this few times a week and again 6.9% feel never when they get up in the morning. In addition from the results can be seen that participants experience an average high level of Vigor.

Table 5. Work engagement results of the survey in vigor dimension amongst Physical Therapist and Personal trainers

Answer	n	%	POINTS VI 1	n	VI 2	%	n	VI 3	%
Never 0 points	0	0	0	2	0	6,9	2	0	6,9
Few times a year 1 points	0	0	0	1	1	3,45	0	0	0
Once a month or less 2 points	1	3,45	2	1	2	3,45	2	4	6,9
Few times a month 3 points	1	3,45	3	2	6	6,9	2	6	6,9
Once weeks 4 points	1	3,45	4	1	4	3,45	1	4	3,45
A few times a week 5 points	12	41,38	60	8	40	27,59	8	40	27,59
Every day 6 points	14	48,28	84	16	96	55,17	14	84	48,28

## 6.4 Level of Dedication

The survey questions are listed below and table 6. demonstrates the total points of the dedication questions, total amount of subjects (n=) for replies and percentage.

*“Dedication 1: I am enthusiastic about my job”, “Dedication 2: My Job inspires me”, “Dedication 3: I am proud of the work that I do”*

As from the results can be seen that over half (51%) of the employees are enthusiastic about their job every day. Only 31% are enthusiastic about their job a few times a week. Only 10% of the employees are enthusiastic about their job a once a week. And 6,9% once a month.

55% of the employees is proud of the work their do daily. 31% are proud of the work their do few times a week. From this can be interpret that employees are proud of their work and they experience this in weekly and almost daily bases.

More difference could be seen in question “job inspires me”. 41% experienced this daily which means that they are excited about their job and they take it seriously and 31% experienced this few times a week. Overall looking at the results about 72% of the participants are inspired by their job and that is a good thing. 13% experienced only once a week this. 10% of employees experienced once a month. The differences between Physiotherapist and



Personal trainers were so small that both professions could be analysed in same level of work engagement. In general from the results can be seen that employees are dedicated to they work.

Table 6. Work engagement results of the dedication dimension survey amongst Physical Therapist and Personal trainers

Answer	n	%	POINTS DE 1	n	DE 2	%	n	DE 3	%
Never 0 points	0	0	0	0	0	0	0	0	0
Few times a year 1 points	0	0	0	1	1	3,45	0	0	0
Once a month or less 2 points	2	6,9	4	3	6	10,43	1	2	3,45
Few times a month 3 points	0	0	0	0	0	0	2	6	6,9
Once weeks 4 points	3	10,34	12	4	16	13,79	1	4	3,45
A few times a week 5 points	9	31,03	45	9	45	31,03	9	45	31,03
Every day 6 points	15	51,72	90	12	72	41,38	16	96	55,17

## 6.5 Level of absorption

The survey questions are listed below and table 7. demonstrates the total points of the absorption questions, total amount of subjects (n=) for replies and percentage.

*“Absorption 1: I feel happy when I am working intensely”, “Absorption 2: I am immersed in my work”, “Absorption 3: I get carried away when I am working”*

From these results it can be interpret that “I get carried away when I am working” 55,17% of employees experience this daily and 31% experience this few times a week. “I am immersed in my work” is experienced 37,93% daily and few times a week.

41% of the participants feel every day **happy** when working intensely. 31% of the participants feel few times a week happy when working intensely. 21% of the participants feel happy once a week when working intensely.

Still overallly employees experience absorption in average high level and it can be interpret that their experience of absorption level is good and they experience is almost every day.

Table 7. Work engagement results of the absorption survey amongst Physical Therapist and Personal trainers

Answer	n	%	POINTS AB 1	n	AB 2	%	n	AB 3	%
Never 0 points	0	0	0	0	0	0	0	0	0
Few times a year 1 points	1	3,45	1	0	0	0	0	0	0
Once a month or less 2 points	1	3,45	2	1	2	3,45	1	2	3,45
Few times a month 3 points	0	0	0	1	3	3,45	1	3	3,4
Once weeks 4 points	6	20,69	24	5	20	17,24	2	8	6,9
A few times a week 5 points	9	31,03	45	11	55	37,93	9	45	31,03
Every day 6 points	12	41,38	72	11	66	37,93	16	96	55,17

## **7 Reliability and ethics of the research**

I committed to do my master thesis with ethical principles. I was constantly striving for positive change and research as I worked. The basic principles of doing all my work was honesty, diligence and accuracy. In my work I used ethically sustainable sources of information. (LibGuides 2019)

All studies aim is to assess the validity and reliability of the research done to minimize errors. One of the key concepts is reliability and a matter of reliability. Relativity of measurement or research describes the repeatability of the measurement results and the non-randomness of the results. It also depends on the researcher if the research result should be the same if the test setup is repeated with the same respondents. Reliability can be studied in many ways as the evaluators statistical methods or different internationally known indicators. Quantitative research has specifically developed a variety of statistical methods in research to ensure the reliability of the meters used. (Hirsjärvi et al. 2007, 231; Vilkkä 2005, 161)

In this research a very well known in Finland and internationally recognized work engagement survey was used to measure a work engagement. Reliability of this has been tested and studied in large groups in Finland and internationally before. Using this evaluation method, the responses obtained in this research and it could be compared very well to the reference values based on extensive Finnish research data. Because the subjects were Finnish citizen, for that reason it was necessary to use the Finnish research data. The use of data analysis methods affects the research reliability.

During the whole research process the author needs to act and analyze critically and accurately to gather results so that there would be not be any errors in the input, processing or interpretation. In addition, various prints of correct interpretation and the use of suitable analytical programs for research to ensure that the reliability was maintained. (Heikkilä 2008, 30-31.)

In this study, reliability efforts were made to reinforce the use of the internationally recognized UWES 9 survey method to measure work experience. Using the evaluation method, the responses obtained in the study

were compared to reference values based on extensive research data. The results of the analysis with the help of the statistical program for the analysis were used, therefore the possible errors in the analysis phase are mostly human typing. To minimize errors, the data was entered into the program was checked several times and the accuracy of various calculations was critically evaluated. In addition, one of the key concepts of research evaluation is validity. Validity means and can be interpreted as the ability of a study or a meter used in it to measure exactly what the author means. (Hirsjärvi et al. 2007, 231-232.)

Validity is also the lack of systematic errors. (Heikkilä 2008, 30) The most common misconceptions are the questionnaires in drafting, misunderstanding between the author of the research and the respondent and when dealing with questionnaire responses. (Hirsjärvi et al. 2007, 231-232.) To ensure the validity of the study it is therefore important to take care of the concepts, the research group and the researcher when designing the research the performance of the various gauges used to match the research problem. (Vilkka 2005, 161.)

The reliability and validity of the research together form the overall reliability of the whole research which is at a good level when the researcher represents as much as possible of the population and the least possible randomness of the results. (Vilkka 2005, 161-162.) The results obtained in this study are consistent with the results of the reference material, it can be assumed that the phenomena studied were reliably described. The differences in the target group's responses were small, so there was a little chance of randomness in the study. In addition, including age, gender, working position: physiotherapists, personal trainers or both. Responses were scaled on a 7-point – Likert Scale ranging from 0 – 6 (0=never, 1= a few times a year, 2= once a month, 3= couple times a month, 4= once a week, 5= a couple times a week, 6= daily).

The respondents had the opportunity to choose from the Likert Scale, what was the most suitable for answer for their option. Reliability could have been even better if there had been more respondents to compare the repeatability of the measurements results. The validity of the study was difficult to determine as each respondent is unique individual. However, the comprehensibility of the answers to the questions in the questionnaire was

difficult to determine as everyone may have understood questions a little differently. However, in the questionnaire, researcher paid attention to the question layout so that the respondent could understand the questions correctly. In this way, the best possible validity of the study was ensured. The link to the survey was sent directly to emails, this confirmed the anonymity of the replies. The questions did not clarify the name of the respondents.

(Hirsijärvi et al. 2007, 226-227)

Questionnaire replies were made anonymously and voluntarily. I dealt with data obtained in accordance with the principles of data protection, so that the sake of ethics and privacy would be preserved. According to ethical principles, I also took into account previous researches findings. I presented the results honestly and accurately and published the information I received is correct.

(University of Helsinki 2018)

## 8 Discussion and conclusions

This master thesis examined private health and fitness centers' physiotherapists and personal trainers work well-being from the work engagement aspect. This study answered to the two main research questions. The first research question "what kind of work engagement do physical therapist and personal trainers have in an operational unit in health and fitness centers"? The second research question "what is the level of work engagement amongst physiotherapist and personal trainers"?

According to Hakanen (2011, 5) work engagement is a genuine state of well-being and enthusiasm at work and it is the best possible well-being at work. The work engagement was evident in the operational unit in health care and fitness centers so that all dimensions of work engagement were found in research data. From the dimensions of the work engagement the physiotherapist and personal trainers experienced dedication and absorption as much. Only very little was vigor experienced. According to Hakanen (2009, 34, modified) the employees experienced work engagement dimensions in average high level.

Dedication was experienced the most from the work engagement dimensions then absorption and least vigor. the differences in between absorption and vigor were not big. In dedication the questions "*I am enthusiastic about my job*", "*I am proud of the work that I do*" was experienced in daily manner over half of the participants and overall can be said that dedication dimension is seen at least twice a week in all the employees. Employees are clearly proud of their work what they do in daily bases. They are inspired by they job and they are proud of their job. For example, Hakanen (2005) in this study on a teaching organization (n=6500) experiences of dedication were more common than experiences of absorption.

Vigor was experienced few times a week amongst employees. Almost half of the employees felt strong and vigorous few times a week also they feel bursting energy at their work and they also feel like going to work few times a week. Almost half of the employees felt strong and vigorous daily at work.

Employees get carried away whilst working and they are immersed in their work in daily bases. According to Hakanen (2011, 39) it's possible to experience work engagement in all job but in order to truly flourish, the work engagement should be experienced more than once a week. Work engagement questionnaire responses indicate that physical therapist and personal trainers experienced work engagement at least once or twice a week, the scope of work engagement and the individual depending even on a daily basis. The results were expected, as the reference material shows that the experiences of vigor and dedication are the most common of all three dimensions. (Hakanen 2011, 38-40; Mäkikangas ym. 2005, 71)

According to research results, work engagement is at work well-being a holistic space that experiences deep job satisfaction and its guided by internal motivation that brings work pleasure and intermittent flow experiences of immersion. A close-knit concept of work engagement seems to be work-enjoyment and for it is the concept of holistic well-being at work. (Manka, 2011,76) According to s study by Schaufeli and Bakker (2004), work engagement is predicted exclusively available work resources. Overall the level of work engagement amongst physiotherapist and personal trainers were good. From the Spearman's correlation can be seen positive and strong correlation. This means that employees are committed to their work. This can be seen from the Attachment 1.

According to Hakanen (2011) It is still good to remember that when describing work engagement that work well-being and work engagement are dynamic states, where a lot of change can be seen amongst individual and circumstance level. It's not possible to experience work engagement in daily basis or work well-being. Sometimes there can be conflicts in well managed work community. Based on this research the work engagement dimensions were experienced in work community and in high level. But in this study there were also seen a few individuals amongst employees who were not experiencing work engagement at all.

From a social point of view, this master thesis can play a role in well-being at work which should be written in business strategy. In addition there hasn't been done this kind of study before where personal trainers and physiotherapist have been as subjects. This will benefit the target organization

as well as other organization who are working in the same field and who are driving for results. This research will benefit the subjects as well as in self reflecting manner and for the managers to reflect these results again to analyse the improvement amongst employees.

The response rate was very good and the results were easy to see.

Occurrence of work engagement was investigated with 3 different variables.

The main conclusion is that the title of profession did not have any impact on the results. Those under the age of 29, a personal trainer and a physiotherapist were more energetic. The results of the research clearly showed whether the personal trainers and physiotherapists who participated in the survey were experiencing work engagement. According to a survey conducted, employees in the target group experience a work engagement at a good level about twice a week or even 2-3 days a week. Although the results are good, the promotion of work engagement is justified by positive success. Based on the research results, some development ideas emerged that are presented in the following text. In addition to development ideas, further research proposals that emerged during the research process will be presented.

Manka et al. (2010,7) have stated that well-being at work is built on transforming good leadership, work organization, common ground rules, skills, an interactive approach and a continuous culture at work.

Since the challenges of the work should not be higher than the resources, the individuality of the employees should be taken into account when setting effective goals. Health strategy business goals as well as personal performance goals can strengthen the work community's atmosphere and atmosphere when everyone strives for the same goal. Similarly, individual targets may motivate individual employees to deliver higher performance. The "best selling" reward already used in the portfolio company is likely to create small competition between sports centers and employees and to bring additional challenges to daily work. The financial reward offered to a successful salesperson motivates employees to challenge themselves and their colleagues. However, increasing the challenges at the individual level may be more motivating for team-specific challenges. However, team competitions should be positive in nature, so that team spirit does not suffer from competition between employees. Ideas for team internal competition



include, for example, the number of positive customer feedback, the number of smiles received from customers, or oral thanks for good service from management. In addition to the various competitions and challenges that add to the positive aspects, the personal goals set in regular development discussions will become significant as each employee is given appropriate goals. Depending on the individual, the goals could include, for example, developing one's own skills through training and learning new interesting work tasks that in turn add new features and challenges to the job. In addition, in development discussions it is possible for the supervisor to give the employee individual and developing feedback.

Based on Spearman's correlation results, the results, correlations show strong correlations and therefore it would be good to consider, for example more questions to ask or to modify the questions. For the reliability of the research results, it would also be useful to analyze that subjects would answer more precise questions, for example on a scale of 1 to 5, in order to obtain more personalized information on employee well-being.

Many of the resources in the work are completely free, independent of the economic cycle and can be developed and invested at any time. (Hakanen 2011, 48-52; Kinnunen, Feldt & Mauno 2005, 56-59).

According to Hakanen (2011, 52-69) classification of labor resources is very important when building the business organizations employees wellbeing. As for future research recommendation following topics could be estimated next so that the employee gets more detailed information which is very relevant when improving the working wellbeing and economical success.

#### Work task

- + versatility, development, independence, immediate feedback, relevance, customer work reward

#### Work arrangement

- + clarity of work roles and goals, participation in the decision making, flexibility in working hours

#### Social interaction

- + work community and manager support, fairness, trust and appreciation, team resources, work engagement infectivity

#### The role of the organization

- + observed organisation support, positive atmosphere, salary, rewarding, development discussions, family positive, work security. (Hakanen 2011, 52-69)

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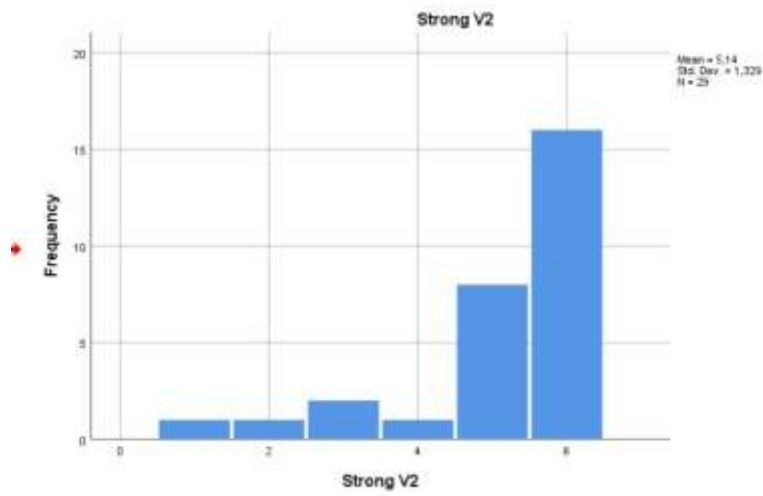
# 10 Attachment

## Attachment 1. First attachment

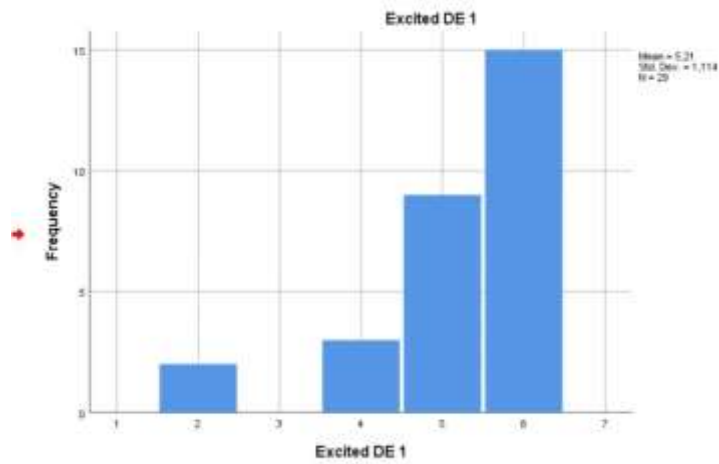
Energy V1	Correlation Coefficient	1.000	.703**	.735**	.636**	.777**	.488**	.335	.465*	.479**	-.009
	Sig. (2-tailed)		.000	.000	.000	.000	.007	.078	.011	.009	.962
	N	29	29	29	29	29	29	29	29	29	29
Strong V2	Correlation Coefficient	.703**	1.000	.956**	.616**	.691**	.456*	.539**	.376*	.463*	.107
	Sig. (2-tailed)	.000		.000	.000	.000	.013	.003	.043	.011	.386
	N	29	29	29	29	29	29	29	29	29	29
Enchd DE 1	Correlation Coefficient	.735**	.956**	1.000	.717**	.776**	.513**	.594**	.383*	.511**	.320
	Sig. (2-tailed)	.000	.000		.000	.000	.004	.001	.035	.005	.251
	N	29	29	29	29	29	29	29	29	29	29
Inspire DE 2	Correlation Coefficient	.636**	.616**	.717**	1.000	.736**	.579**	.613**	.454*	.452*	.194
	Sig. (2-tailed)	.000	.000	.000		.000	.001	.000	.013	.014	.312
	N	29	29	29	29	29	29	29	29	29	29
Feel Good V3	Correlation Coefficient	.777**	.691**	.776**	.736**	1.000	.534**	.402*	.439*	.384*	.126
	Sig. (2-tailed)	.000	.000	.000	.000		.003	.031	.017	.040	.515
	N	29	29	29	29	29	29	29	29	29	29
Buzshi Everage AB1	Correlation Coefficient	.488**	.456*	.513**	.579**	.534**	1.000	.425*	.472**	.499**	-.066
	Sig. (2-tailed)	.007	.013	.004	.001	.003		.022	.010	.006	.732
	N	29	29	29	29	29	29	29	29	29	29
Proud DE 3	Correlation Coefficient	.335	.539**	.594**	.613**	.402*	.425*	1.000	.506**	.612**	.145
	Sig. (2-tailed)	.076	.003	.001	.000	.031	.022		.005	.000	.454
	N	29	29	29	29	29	29	29	29	29	29
Absolute AB2	Correlation Coefficient	.465*	.376*	.383*	.454*	.439*	.472**	.506**	1.000	.693**	-.936
	Sig. (2-tailed)	.011	.043	.035	.013	.017	.010	.005		.000	.855
	N	29	29	29	29	29	29	29	29	29	29
Take With AB 3	Correlation Coefficient	.479**	.463*	.511**	.452*	.384*	.499**	.612**	.693**	1.000	-.140



## Attachment 2. Second attachment



*At my job, I feel strong and vigorous (Vigorous- V2)*



*I am enthusiastic about my job, (Dedication- DE1)*